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MEMORANDUM FOR: Chairman, Board of Medical Examiners

SUBJECT

: Request for Medical Evaluation -Mr. Calvin W. Hicks

- 1. Subject, a participant in the CIA Retirement and Disability System, has applied for disability retirement under the provisions of Section 231 of Public Law 88-643, Central Intelligence Agency Retirement Act of 1964 for Certain Employees. It is requested that a medical examination be arranged for Subject and that a written report of the Board of Medical Examiners as prescribed in paragraph f. (4) of HR 20-50 be submitted to the Director of Personnel.
- 2. Attached are copies of the Supervisor's Statement, the Application for Disability Retirement, and a private physician's statement.
- 3. Subject intends to remain on duty until a decision is made regarding his application for disability retirement.

Deputy Director of Personnel for Special Programs

Attachments:

- a. Supervisor's Statement
- b. Application
- c. Physician's Statement

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10 December 1973

MEMORANDUM FOR: Chief, Career Management Group

SUBJECT:

Promotion of Mr. Calvin W. Hicks

- 1. I would solicit Career Management Group and the Promotion Panel to consider the overall career of Calvin W. Hicks when deciding on the current cycle of promotions from GS-13 to GS-14.
- 2. After Mr. Hicks EOD in 1950, he advanced rapidly in three years to GS-11. He was promoted to GS-12 in 1956, six years later to GS-13 in 1962, and since then has been almost 12 years in grade. He has had overseas tours with FE and NE Divisions, has served as a training instructor, on a PM task force, and with Miami Ops and area branches in WH. In these assignments he consistently received Strong ratings. Despite a largely paramilitary background, in 1967 he adjusted to the intelligence production cycle and developed the skills of an operations officer doing operations-oriented reports work in the Intelligence Watch. As of this date he has the longest continuity in the Intelligence Watch and is rated as a mature and thoughtful individual who exercises excellent professional judgment. He was recommended for promotion from GS-13 to GS-14 in April 1968 and in April 1969. In 1970 he was recommended for a QSI by FI Chief, Peer deSilva. He was again recommended for promotion in March 1971, in November 1972, and in November 1973.
- 3. Admittedly, promotions are competitive and the rankings are relative and must be adjusted to the headroom available. The overall history of his career would seem to argue the equity of granting the often recommended promotion to Mr. Calvin Hicks as he nears the end of a career. Mr. Hicks is 49 years old and has a family of five children. He has a medical hold which will not allow him to serve overseas at this time and he therefore, contemplates retirement at age 50 (in late 1974). He is and will be until then a valuable member of the Intelligence Watch.
- 4. I recommend that the promotion which has escaped him in the last decade be granted at the time of this year's promotion cycle.

Chief, Operations Staff

Administrative a biomed line City

13 November 1973

MEMORANDUM FOR:

Career Management Group Mid-Career Officer Branch

SUBJECT

Recommendation for the Promotion of Calvin W. Hicks (056361)

to 6S-14

1. I would again like to recommend the promotion of subject officer from GS-13 to GS-14. Mr. Hicks has been with the Intelligence Watch since June 1967 and his performance has been characterized consistently by exceptional proficiency. He serves on a rotating schedule with seven other officers doing identical work, some of whom are currently in GS-14.

- 2. A medical hold has precluded any further overseas assignments and for this reason his stay in IW has been extended until November 1974, when he will be 50-years-old at which time he plans to retire under the Agency retirement system.
- 3. Mr. Hicks' resourcefulness and ability to apply the multitude of reporting instructions and techniques have been convincingly demonstrated in crisis situations such as the recent Chilean coup and the Middle-Eastern crisis. He has consistently displayed initiative and good judgment in meeting unforeseen crisis with rapid and effective action and has clearly demonstrated his ability to continuously adjust to rotating shifts and the irregular flow of traffic.
- 4. For his sustained high level of performance in 1972 Mr. Hicks received a quality step increase in recognition and as proof of the high esteem in which he is held by his superiors. He occupies a GS-14 slot. His promotion is again recommended in recognition of his long years of Agency service.

Joseph A. Procaccino C/OPS/INT/IW

Concur: Eleise R. Page, C/OPS/INT

E2 IMPDET CLBY 002025

26 September 1973

MEMORANDUM FOR: Chief, Operations Staff

SUBJECT:

Appreciation of IW Performance During Chilean Upheaval

- 1. The officers of the Intelligence Watch (IW) performed admirably in swiftly processing the heavy flow of intelligence engendered by the recent political upheaval in Chile. In many instances, reports were in the hands of customers in the intelligence community within minutes of being filed in Santiago.
- 2. Please extend to the IW officers concerned the appreciation of this Division for their fine performance. I suggest that a copy of this memorandum be placed in the personnel folder of each of the officers concerned.

David A. Phillips

Chief, Western Hemisphere Division

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MEMORANDUM FOR: Calvin W. Hicks

: Quality Step Increase

- I was pleased to learn that you have been granted a Quality Step Increase. Such recognition is proof of the high esteem in which you are held by your supervisors in the Clardestine Service.
- 2. Please accept my personal best wishes. I am confident that your future performance will be of a continuing high quality.

/S/ Cord Moyor, Jr. Thomas H. Karamessines Deputy Director for Plans

CSPS/SOB/Hileberman; rv(11Apr72)

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1 0 APR 1972

MEMORANDUM FOR: Secretary, DDP/QSI - HMA Panel

SUBJECT

: Notification of Approval of Quality Step Increase -Calvin W. Hicks

- 1. I am pleased to send to you the attached official notification of the approval of the Quality Step Increase which you recommended for this employee.
- 2. As this award is designed to encourage excellence by recognizing and rewarding the employee, may I ask that you arrange to have this Quality Step Increase presented at an appropriate ceremony.

Harry B. Fisher
Director of Personnel

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MEMORANDUM FOR: Chief, Foreign Intelligence Staff

SUBJECT

Intelligence Watch Assistance to European Division

1. As I am preparing to leave the European Division, a note of appreciation is in order for the services rendered to us for the four years of my tenure here by the officers of the Intelligence Watch.

- 2. At a time of increasingly complicated intelligence collection and reporting problems, our Agency has come of age. We have recognized that information often cannot be allowed to wait for attention until sunrise, and that we must be able to respond to national needs and world events round the clock. The Intelligence Watch, more than any other single institution, has made it possible for us to do this. We have benefited from its cooperation particularly under strained reporting conditions during Presidential trips abroad, for instance but have also found IW's presence and judgment helpful at other times. I know that my staff relied on IW extensively.
- 3. I am making a point of recognizing this because the Intelligence Watch a bit like our Agency as a whole is apt to get more attention with an occasional slip than with a record of continuing accomplishment and success in coping with problems. From what I have been able to observe, the job has been well done.

4. I hope you will bring this memorandum to the attention of those concerned.

John L. Hart

Chief

European Division

Joseph Procaccino Walter Kuzmuk

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MEMORANDUM FOR: SEGRETARY, CSPS/SECTION A

SUBJECT:

RECOMMENDATION FOR THE PROMOTION OF CALVIN W. HICKS

(056361) to GS-14

1. 1 RECOMMEND THE PROMOTION OF SUBJECT OFFICER FROM GS-13 TO GS-14. MR. HICKS HAS BEEN ASSIGNED TO THE INTELLIGENCE WATCH/FI STAFF SINCE JUNE 1907 AND SERVES ON A ROTATING SCHEDULE WITH SEVEN OTHER OFFICERS DOING IDENTICAL WORK, FOUR OF WHOM ARE CURRENTLY IN GRADE GS-14.

- 2. Mr. Hicks has been in the Intelligence Watch (IW) for almost FOUR YEARS AND HIS WORK, BOTH QUANTITATIVELY AND QUALITATIVELY, HAS BEEN CONSISTENTLY OF A VERY HIGH CALIBER.
- 3. HIS KEENLY DEVELOPED SENSE OF OPERATIONAL SECURITY RESULTING FROM HIS EXTENSIVE PARAMICITARY EXPERIENCE; COUPLED WITH HIS CLEAR UNDERSTAND-ING OF THE RELATIONSHIP BETWEEN OPERATIONS AND INTELLIGENCE, HAS MADE HIM A VERY FINE OFFICER AND A VALUABLE ASSET TO IW. HE HAS BEEN UNDER MY SU-PLRVISION FOR 18 MONTHS AND I HAVE HAD AMPLE OPPORTUNITY TO OBSERVE HIS PERFORMANCE UNDER CONDITIONS OF STRESS. HE VERY ABLY APPLIES A MULTITUDE OF DETAIL AND GENERAL REPORTING INSTRUCTIONS TO THE DIFFERENT SITUATIONS MANIFEST IN EACH INCOMING REPORT AND DISPLAYS INITIATIVE IN MEETING UN-FORESEEN CRISES WITH RAPID AND EFFECTIVE ACTION. SINCE THE INTELLIGENCE .NFORMATION IS THE FACE THAT THE CEANDESTINE SERVICE PUTS OUT TO THE IN-TELLIGENCE COMMUNITY, THE PERFORMANCE OF WATCH OFFICERS IS OF GREAT IMPORTANCE. THIS FACTOR BECOMES APPARENT WHEN IT IS NOTED THAT OVER 75 PERCENT OF ALL CABLED INTELLIGENCE REPORTS ARE DISSEMINATED BY 1W.
- 4. Mr. Hicks has an extensive background in paramilitary operations BOTH IN THE FIELD AND AT HEADQUARTERS. ALL OF HIS FITNESS REPORTS FOR THE SIX YEARS PRECEDING HIS ASSIGNMENT TO IW HAVE BORNE THE OVERALL RATING OF "STRONG." HE HAS BEEN DESCRIBED AS "HIGHLY MOTIVATED, SINCERE, AND, CAPABLE." ALSO, "HE WORKS WELL WITH OTHERS AND HIS KNOWLEDGE AND ABILITY ARE RESPECTED." OTHER SUPERVISORS DURING THE YEARS PRIOR TO THIS ASSIGN-MENT HAVE DESCRIBED HIM AS "SERIOUS, HARD-WORKING AND DEPENDABLE." HIS PERFORMANCE IN HIS PRESENT ASSIGNMENT HAS DEMONSTRATED THESE SAME QUALI-
- 5. Mr. Hicks is a distinct asset to IV and I highly recommend his FOR PROMOTION TO GS-14.

USEPH A. PROCACCINO CHIEF, FI/INT/IW

2 F20 19/0:

Glat approved

MEMORANDUM FOR: Chairman, DDP QSI and Honor and Merit

Awards Panel

SUBJECT

Request for Quality Step Increase Mr. Calvin W. HICKS, GS-13 (056361)

- I recommend that a Quality Step Increase be awarded to Mr. Calvin W. Hicks.
- 2. Mr. Hicks is one of three officers in the Intelligence Watch, FI Staff, on whom identical recommendations are being submitted. These officers, all in grade GS-13, have for several years done responsible and demanding work, identical to that done in the same office by five other officers, GS-14 and 15, and all three have been rated "Strong."
- The Intelligence Watch is the primary intelligence dissemination office of the Clandestine Service. Its output of over 2,000 reports a month is the chief end-product of CS collection operations. Watch Officers serve on a rotating schedule. When an officer draws the night shift he serves alone. He must make quick, independent dissemination decisions. Mr. Hicks has done well at this work. He is alert and conscientious and has a sharp operational sense which is extremely useful in the handling of CS intelligence information. He has been recommended several times for promotion to GS-14.
- The high quality of Mr. Hicks's performance has continued for more than two years. There is no reason to expect any decline in it. His enthusiasm continues, and his tour has recently been extended for another two years.
- 5. Consideration has been given to recommending him for an Honor and Merit Award, but on balance I believe that a Quality Step Increase would be more appropriate.

Peer de Silva Chief Foreign Intelligence

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SECRET

SUBJECT: Request for Quality Step Increase Mr. Calvin W. HICKS, GS-13 (056361)

APPROVAL RECOMMENDED:

Chairman, CS QSI Panel

Date

Director of Personnel

Date

MEMORANDUM FOR: Chief, FI Staff

SUBJECT

: Performance of the Intelligence Watch; During the President's Trip to Europe

- 1. Now that the President's trip to Europe has been concluded. I feel that a special commendation for the Intelligence Watch (IW) is in order.
- 2. The contribution that is being made by the officers in the Intelligence Watch is often taken for granted. Thus it was natural for us, when we towned our task force for the President's trip, to build our arrangements for positive intelligence disseminations around the tw's twenty-four-hour-a-day availability. We were not disappointed. The system worked smoothly and efficiently.
- 3. In addition to that, it became clear that the Intelligence Watch officers were willing and able to go beyond the simple call of duty. We came to admire their competence, courtesy, and cooperation, without which effective intelligence coverage would have been immeasurably more difficult. Since the IW's were working under an unusual strain, caused by the simultaneous outbreak of crises in different parts of the world, their performance is that much more to be commended.
- 4. Please convey our appreciation to all officers who had a part in this fine effort.

John L. Hart Chief, European Division

CALVIN M. HICKS

SECRFT



7 March 1969.

MEMORANDUM FOR: Mr. Edward J. Carroll.

Chiël, Intelligence Watch

SUBJECT: Norformance of the Intelligence Watch during President Nixon's

recent Visit to Europe

I. I wish to commend you and each member of your staff who participated in the support which the Agency was called on to render to the Presidential party during its recent travel abroad. From several quarters I have had verbal expressions of praise and commendation and to these I wish to add my own in writing. I am enclosing a copy of a memorandum from the Chief, European Division, which reflects both my thoughts and the reactions I have heard from others.

2. I hope you will take appropriate action so that the personnel files of each of your participating officers will reflect this appreciation. You may wish to make copies of my memorandum and Mr. Hart's memorandum to serve this purpose.

Peer de Silva Chief Foreign Intelligence

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CALVIN M. HICKS

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9 April 1969

MEMORANDUM FOR: Secretary, CSPS/Section A

SUBJECT

Recommendation for the promotion of Calvin W. Hicks (056361) to GS-14

1. I recommend the promotion of subject officer from GS-13 to GS-14. Fr. Hicks has been assigned to the Intelligence Watch/FI Staff since June 1967, and serves on a rotating schedule with seven other officers doing identical work, five of whom are currently in Grade GS-14.

2. Mr. Hicks has been with IW for almost two years and his work, both quantitatively and qualitatively has been consistently of a very high caliber. Normally six months are required before an officer newly assigned to the Intelligence Watch is able to handle a shift by himself. At least a year is required refore a Watch Officer can perform at a high level of proficiency. However, in the case of this officer, in a little more than a year he had earned the rating of "Strong" and has maintained it ever since. Although most of his 'gency experience had been in paramilitary operations, he adapted quickly to the demands of his new assignment. His keenly developed sense of operational security, coupled with his clear understanding of the relationship between operations and intelligence, has made him a very fine officer and a valuable asset to IM. He has been under my supervision for 16 months and I have had ample opportunity to observe his performance under conditions of stress. He is even tempered and level headed. His mistakes are few and infrequent and these are usually of the clerical variety, not in matters of judgment. I continue to be impressed with his thoroughness in handling information; with the evidence of his coordination when the interests of more than one division are involved. Since operations have to be subnerged and the intelligence is the portion of the iceberg which shows to the intelligence community, the performance of the Watch Officers is of great importance. This factor becomes apparent when it is noted that about 80, of all cabled intelligence reports are disseminated by the Intelligence Watch. the Vatch Officers were commended by the Chief, FI Staff and the Chief, Europe Division for their performance during the President's trip to Vestern Furope. The simultaneous outbreak of crises in different parts of the world further added to the burdens of the Watch Office at that time. Mr. Hicks made a real contribution during that period and deserves the commendation personally in a high degree.

SEGRET

3. Frior to his assignment to the Intelligence Watch, Mr. Hicks served with WH Division and with the Cuban Operation. He has an extensive background in paremilitary operations both in the field and at headquarters. All of his Fitness Reports for the six years preceding his assignment to the Intelligence Watch have borne the overall rating of "strong." He has been described as "highly motivated" "sincere and capable." He has been further complimented as "working well with others and his knowledge and ability are respected." Other supervisors have described him as "serious, hard-working and dependable." His performance in his present assignment has demonstrated these same qualities. He has managed the transition from active operations to the life of a desk bound intelligence officer with ease. I recommend him with enthusiasm for promotion to GS-14.

Edward J. Carroll Chief, FI/IN/IW

CS Cheen Sourier

0-1368

24 OCTUBER 1968

MENORANDUM FOR: SECRETARY, CSPS/SECTION A

SUBJECT: RECOMMENDATION FOR THE PROMOTION OF CALVIN W. HICKS (056361) to GS-14

1. I RECOMMEND THE PROMOTION OF SUBJECT OFFICER FROM GS-13 TO GS-14. MR. HIGKS HAS BEEN ASSIGNED TO THE INTELLIGENCE WATCH/FI STAFF SINCE JUNE 1967, WHERE HE SERVES ON A ROTATING SCHEDULE WITH SEVEN OTHER OFFICERS DOING IDENTICAL WORK; FIVE OF WHOM ARECURRENTLY IN GRADE GS-14.

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> EDWARD J. CARROLL Chief, El/INT/IW

ATTACHMENT

5 APRIL 1968

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PROMOTION RECOMMENDATION - CARVIN No HICRS (CONTINUED) PAGE 2

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PROMOTION RECOMMENDATION - CALYEN W. HICKS (CONTINUED) - PAGE 2

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GROUP 1 EXCLUDED FROM AUTOMATIC SOMMERABING AND DECLASSIFICATION

7 April 1967

MEMORANDUM FOR: Calvin W. Hicks

VIA : WH/RMO

SUBJECT : Records Officer Appointment

1. In accordance with a request received from your component, you are hereby appointed a Records Officer in the Clandestine Services. Your functions are described, in summary, in CSI 43-1, Para. 4.b.(3). You have also participated in a training course in which these functions were reviewed in some detail.

- 2. The essence of your appointment is that you now occupy a position of trust in which you are expected to draw on your knowledge and experience to exercise responsible and sound judgment in building and maintaining a professionally useful records system in the Clandestine Services. You are, at the same time, expected to train and guide others within your component in these respects.
- 3. A copy of this memorandum will be placed in your official personnel folder.

PETER D. DYKE

DDP Records Management Officer

cc: Personnel File of Addressee

GROUP I Excluded from automatic downgraiing and declassification

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28 August 1961

MLMORANDUM FOR: Secretary, CS/CS Panel (Section B)

SUBJECT

Recommendation for Promotion to Grade GS-13
- Mr. Calvin W. Hicks

- 1. It is recommended that Calvin W. Hicks be promoted from Grade GS-12 to Grade GS-13 in recognition of his outstanding performance as a member of JMATE Project.
- 2. Mr. Hicks was assigned to JMATE Project in October 1960 as an operations officer in the Paramilitary Section. His years of Agency experience and varied operational assignments enabled him to immediately take hold and perform the many functions required in the Paramilitary Operations Section in a most outstanding manner. This included recruitment, training, briefing, debriefing and in-exhibtration of agents; supervision of the infiltration of supplies and bodies by air for the Paramilitary Operations Section; case officer for certain high level agents and their W/T operators inclide the target area. Mr. Hicks' maturity, common sense and varied experience enabled him to operate with the minimum of supervision. He trained certain agents in tradecraft, air and maritime reception, mapping, and guerrilla warfare with the result that these agents received the only completely successful air drops. In addition, some of these agents handled and trained by Mr. Hicks became our most trusted and important agenta, and a large measure of their willingness to go on after continued frustrations was due to their respect for, and trust and confidence in, Mr: Hicks.
- 3. Mr. Hicks has continuously demonstrated the ability to perform duties in a higher grade. He has the leadership, maturity, common sense, stability, and ability to make decisions and to operate with minimum supervision so necessary to senior officers in the Agency. He is aggressive and capable of fighting for his views; at the same time he will listen to advice and once a decision has been handed down, will give it his full support even though he might have opposed it before the decision was made.

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4. Mr. Hicks has been an Agency staff employee since August 1950 and was last promoted in November 1956. He is in every way fully qualified to perform the duties of a higher grade and has been doing so in an outstanding manner on JMATE Project. Therefore, it is strongly recommended that Mr. Hicks be promoted to Grade GS-13 at the earliest date.

J. C. KING Chief Western Homisphere Division

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Subject will be acknowledged as CIA for entire period of employment and is not to reveal specific places or locations of cover assignments.	
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FOR PURPOSES OF THE FAIR LABOR STANDARDS ACT. AS AMENDED.

EFFECTIVE DATE OF DESIGNATION: 01 MAY 1974.

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EFFECTIVE DATE OF PAY ADJUSTMENTE 9 JANUARY 1972

NAME

HICKS CALVIN W

"PAY ADJUSTAENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 90-216 PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949.

AS AMENDED, AND A-DCI DIRECTIVE DATED & OCTOBER 1962."

EFFECTIVE DATE OF PAY ADJUSTMENTE & CCTOBER 1967

NAME SERIAL OPGN. FUNDS GR-STEP SALARY SALARY

MICKS CALVIN W 056361 32 500 V GS 13 5 \$14,665 \$15,307

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"PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL. 91-656 AND EXECUTIVE DATER 11576 PUPSUANT TO AUTHORITY OF DOL AS PROVIDED IN THE CLA ACT DE 1949. AS AMENDED, AND A DOL DIRECTIVE DATED & OCTOBER 1952"

## EFFECTIVE DATE OF PAY ADJUSTMENTS TO JANUARY 1971

NAME SERIAL ORGY, FUNDS GR-STEP SALARY
HICKS CALVIN W. 056361 32 500 V GS 13 6 320.721

"PAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDULES OF PL 91-231 AND EXECUTIVE ORDER 11524 PURSUANT TO AUTHORITY OF DCI AS PROVIDED IN THE CIA ACT OF 1949, AS AMENDED, AND A DCI DIRECTIVE DATED 8 OCTOBER 1962"

EFFECTIVE DATE OF PAY ADJUSTMENT! 28 DECEMBER 1969

NAME SERIAL ORGN, FUNDS GR-STEP SALARY
MICKS CALVIN W 056361 32 500 V GS 13 6 319,555

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CEFFECTIVE CATE OF PAY ADJUSTMENT 1 14 JULY 1968

NAME SERIAL ORGN. FUNDS GRESTEP SALARY SALARY
FICKS CALVIN W. 050301 32 500 V GS 13 5 \$15,307 \$10,329

MPAY ADJUSTMENT IN ACCORDANCE WITH THE PROVISIONS OF SECTION 5305 OF TITLE 5. U.S.C. AND EXECUTIVE ORDER 11739 PURSUANT TO AUTHORITY OF DOI AS PROVIDED IN THE CIA ACT OF 1949. AS AMENDED. AND DOI DIRECTIVE

EFFECTIVE DATE OF PAY ADJUSTMENT: 14 CCTCEER 1973

NAME
SERIAL ORGN. FUNDS GR-STEP
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SALARY
056361 32 400 V GS 13 8 \$25,500

PAY ACTISTMENT IN ACCORDANCE WITH 5 L.S.C. 5305 AND EXECUTIVE ORDER 11691 PURSUANT TO ALTHORITY OF OCT AS PROVIDED IN THE CIA ACT OF 1949. AS AMENUED, AND DCI DIRECTIVE DATED OF CCTOBER 1962."

EFFECTIVE DATE UP PAY ACJUSTMENT: 07 JANUARY 1973

NEW SERIAL ORGN. FUNDS GR-STEP SALARY
HICKS CALVIN W 056361 32 500 V GS 13 8 \$24,299

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EFFECTIVE DATE OF PAY ACJUSTMENT: 13 CCTCBER 1974

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MPAY ADJUSTMENT IN ACCORDANCE WITH SALARY SCHEDLLES OF PL 89-504 PURSUANT TO AUTHORITY OF DOLLAS PROVIDED IN THE CIA ACT OF 1949.
AS AMENDED, AND A-DOL DIRECTIVE DATED & COTOBER 1982.

EFFECTIVE DATE OF PAY AUJUSTMENTS 3 JULY 1986

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PPAY ADJUSTMENT IN ACCORDANCE SITH SALARY SCHEDULES OF MU 49-301 POURSUANT TO AUTHORITY OF CCT AS PROVIDED IN THE CITA ACT OF 1949.

AS AMENTED. AND A-DOI POLICY DIRECTIVE DATED & OCTOBER 1942.

EFFECTIVE DATE OF PAY ADJUSTMENTS 19 OCTOBER 1965 ULD

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I CERTIFY THAT THE WORK OF THE ABOVE NAMED EMPLOYEE IS OF AN ACCEPTABLE LEVEL OF COMPETENCE.

PAY CHANGE NOTIFICATION

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IN ACCORDANCE WITH THE PROVISIONS OF PUBLIC LAW 87-793 AND DOLL WEMORANDUM DATED 1 AUGUST 1986, SALARY IS ADJUSTED AS FOLLOWS, EFFECTIVE 5 JANUARY 1984.

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    AUDITED BY

1 CERTIFY THAT THE WORK OF THE ABOVE NAMED EMPLOYEE IS OF AN ACCEPTABLE LEVEL OF COMPETENCE.

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IN ACCORDANCE WITH THE PROVISIONS OF PUBLIC LA BY - 799 AND DOLL MEYORANDUM DATED IN AUGUST 1986 . SALARY IS ADJUSTED AS MOLLOWS. EFFECTIVE: 14 OCTOBER 1962

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IN ACCORDANCE WITH THE PROVISIONS OF P. L. 86-565 AND DCT MEMO DATED 1 AUGUST 1956. SALARY IS ADJUSTED AS FOLLOWS EFFECTIVE 10 JULY 1960.

ORGN GR-ST OLD SALARY

EMMETT D. ECHOLS DIRECTOR OF PERSONNEL

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FITNESS, REPORT	· , .
SECTION A GENERAL INFORMATION	· · · · · · · · · · · · · · · · · · ·
056361   HICKS, Calvin H.   S Nov 24   M   GS	-13 D
The same same same same same same same sam	CODE (ch bee
11. TYPE OF APPOINTMENT	
CAREER RESERVE CONTRACT TEMPORARY ANNUAL REASSIGN.	BPECIAL.
1 October 1973 - 33 September 1974 31 October 1974	
SECTION B	
IT QUALIFICATIONS UPDATE FORM IS BEING SUBMITTED WITH CHANGES, AND IS ATTACHED TO THIS REPORT, PLACE WORD 175 IN THE BOX TO THE RIGHT. IF NO CHANGES ARE REQUIRED, PLACE THE WORD "NO" IN THE BOX AT RIC	THE THE
SECTION C PERFORMANCE EVALUATION	
U-Unioristactory Permission is undersproble? A roung in the devicery requires simediate and positive remeable action. The hote could range from security to further training, to placing on probation, to reassignment or to separation. Description or processed in Section 0.	re of the action be action taken
M. Wary and Performance is deficient in some aspects. The reasons for assigning this eating should be stated in Section D and taken or recommended should be described.	remedial actions
P-Proficient Performance is satisfactory. Desired results one being produced in the manner expected.	
5-Strong Performance is characterised by exceptional proficiency.  O-Outstanding Performance is no exceptional in relation to recurrence of the work and in communication to the performance of other	rs doing similar
work as to wurrant special recognition.	
SPECIFIC DUTIES	
List up to six of the most important specific duties performed duting the raine) period. Insert rating letter which best describes the manner in whi performs FACH specific duty. Consider CNLY effectiveness in performance of that duty. All employees with supermany responsibilities MUST iner oblidy to supervise (undicate aumber of employees supervised).	
STEERING LOUIS TO COLET LOUIS THE CLOSEST QUALIFICATION CODE TO DESCRIBE THE W	DELLER 300
OF A WATCH OFFICER) Prepares TD disseminations from DDO intel cables and re- leases them to the U.S. Intel Community expediting their delivery by advance	s
electrical transmission when appropriate. Also disseminates certain DIV/D cab	
SPECIFIC DUTY NO. 8	RATING
Reviews intel cables for adherence to established reporting procedures and	
operational security; when necessary deletes objectionable data from the SUPDATA and/or sufficientication statements.	s
BPECIFIC DUTY NO. 8	DATING
After hours grants or denies clearances (in consultation with the responsible	LETTER
area division) for use of DDO information in finished intel publications.	S
SPECIFIC DUTY NO. 4	RATING
Keeps current on the general and special requirements of both internal and ex-	FELLEW,
ternal Agency customers particularly when the information involves the security	S
and protection of U.S. and foreign dignitaries, hijacking, etc.	S RATING
and staffs but with Signal Center, Cable Secretariat at all levels to expedite	LETTER
the dissemination of significant reports; works closely with DDO Duty Officers	S
and SDOs to keep one another alert to significant events.	
FORCEFED DUTY NO. 6	RATING LETTER
The first of the second se	
OVERALL PERFORMANCE IN CURRENT POSITION	<del></del>
	RATING LETTER
uto into account everything obout the employee which influences his effectiveness in his current position such as performance of specific duties, industries, conclust an Ich, cooperativeness persinent personal traits of habits, and particular finitations of paleons Based on Your knowledge.	
f employee's assent on turnance ourning the rating period, place the letter in the rating box corresponding to the interest which most accu- tify retricts his level of performance.	s
E & GCJ -3-2	

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		NARRATIVE COMM		
Indicate significant strangths or weakne	esses damonst	afed in current position beeping in	proprie perspective their resonances to overed performance.	Stuti
tungertions made for improvement of	mark performis	nes. Give recommendations for from	ming Comment on foreign to receive commentation if required	l fee
			e determining futilite personnel sings. Bunede ut neitherman	
estra space is needed to complete Section			adolinass free sharts with after the factoring to the same of the contract of	
			mance has continued to be character	1 2
by exceptional profic	iency. T	he record is alread	replete of laudatory comments	,
regarding his performa	ince not	only in IW but in or	evious assignments. Mr. Hicks is	
retiring from the Ager	icy at th	ie end of this year o	n a medical disability	
Since his assignmen	it to IW.	. 7 1/2 vears ago. he	has had a medical hold and	
because of his deep ro	ited moti	vation and strong be	lief in the Agency's mission; he	٠.
has held on tenacious	v until	he reached the age of	if 50. In addition to being a very	•
effective lw officer t	hroughou	it these vears. Mr. H	icks has also performed for a	-2
superior manner as a p	aramilit	ary officer during t	he early years of his career.	
overseas and in Headqu	arters.			•
we wish nim Godspee	a, and o	ur best wishes for g	ood health throughout the coming	,
years.				
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SECTION A		-	RAL INFO	RMATION			:	· · · · · · · · · · · · · · · · · · ·
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X CAREER	RESERVE			MPORARY X	ANNUAL	READBIGN.	0,0	ECIAL .
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SECTION B	1-21-21-21	QUALIF	ICATIONS	UPDATE		-23		
	UPDATE FORM IS BEEN BOX TO THE BIGHT.							10
ECTION C		PERFORM			٠, ١	n:))
A-Marginal	Performance is unaccean could range from course or proposed in Section (Performance is deficient taken or recommended is	ling, to further traine), in some aspects. The	ng to placing	on probation, la	reassignment	or to separation.	Describe ac	ion faken
- Proficient	Performance is satisfactor Performance is characteri	ry. Desired results an		ced in the mann	er expected.	*		-
Outstanding	Performance is so exception of the contract of the marrant speci	anal in relation to rea		he work and in a	omparison to	the performance of	others don	ng similar
•		SPE	ECIFIC DU	TIES				٦.
utorms EACH specific	t Important specific duties duty. Consider ONLY ette Lindicate number of amo	divensus in performas						
of a Watch Of	(Note: DDIO i ficer) Prepar to the U.S. Int	es TD dissem	inations	from DDO	Intel c	ables and re	<u> </u>	RATING
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ductivity, conduct on jo	sing about the employee to ob, cooperativeness, partition formance during the ratio	which influences his ef- tent personal trains as	Mechineness in his babils, and p	is current position on-cular limitotion	such as perf	Based on your know	iodge	S S
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Form 45 OSSOLETE PREVIOUS

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SECTION D	NARRATIVE COMME	
ingicate ganificari strengthe or weakner	ser demanstrated in current position keeping in pro	per perspective their relationship to averall performance. State
		g. Comment an foreign language competence, if required for
		etermining future personnel action. Manner, of performance of
earra space is needed to complete Section		urpment, and funds; must be commented on, it epiticable. If
There has been no ch	ange in Mr. Hicks' performanc	e from the last reporting period.
		He continues to display initiativ
resourcefulness and goo	d judgment in the performance	of the duties assigned to an IW
officer.		
mr. Hicks has been w	1th the intelligence Watch si	nce June 1967. A medical hold has
precluded any further o	verseas assignments and for t	his reason his tour in IW has been
the Agency most means	es age ou (November 1974) at	which time he plans to retire under d he has continuously applied himsel
with diligence and enth	usiasm. Fren after some brot	racted sick leave periods he has
returned ready to step	in and pick up where he left.	off which is the best proof of his
mastery of details and	the mechanics of dissemination	n, as well as his ability to adjust
to the stresses and str	ains resulting from this type	of assignment.
Since the inception of	of his IW assignment he has b	orne the same responsibilities and
		-14 category and continues to per-
form at this level. For	r this sustained high-level o	f performance in 1972 he received a
quality step increase in held by his superiors.	recognition and as proof of	the high esteem in which he is
	Inose and ability to annly the	ne myriad of reporting skills and
techniques has been clea	arly demonstrated in chisis si	Ituations such as the recent
		ern crisis. The presence of IN
officers such as Mr. Hic	ks enables the DDO to effect	electrical dissemination of the
high precedence traffic	to the Intelligence Community	in a matter of minutes on a 24-
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of Being East Canserbus.		sibilities he gives all indications
SECTION E	CERTIFICATION AND COM	MENIS
1.		AND D OF THE BEBOOK
DATE	BIGNATURE OF EMPLOYEE	, AND D OF THIS REPORT
23 October 1973	Calvin W. Hicks Calm	h fich
2	BY SUPERVISOR	
MONTHS EMPLOYEE HAS BEEN	IP THIS REPORT HAS NOT BEEN SHOWN TO	EMPLOYEE, GIVE EXPLANATION
UNDER MY SUPERVISION		
50		
DATE	OFFICIAL TITLE OF SUPERVISOR	TOPED OR PRINTED NAME AND SIGNATURE
1070	0.1050.171.71.111	Joseph Moranno
23 October 1973	C/OPS/INT/IW	Udseph A. Procaccino
3.	BY REVIEWING OFFICIAL	
COMMENTS OF REVIEWING OFFICIAL		
I have observed	Mr. Hicks' performance in var	ious capacities over the years
and concur with Mr. P	rocaccino's rating. His cont	ribution to the Intelligence
Watch has, I know, be	en substantial.	
is.	,	
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		0 0
•	!	
DATE	OFFICIAL TITLE OF REVIEWING OFFICIAL	TYPED OR PRINTED NAME AND BIGHATURE
13 November 1973	C/OPS/INT	Eloise R. Page

CLASSIFICATION

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			ر د د			,	LMPLOYEE STRIAL	RIGMU
		FITNES	S REPORT		,	. •	056361	
SECTION A	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		GE	NERAL				
1: 4000	. (Lait)	(First)	(ellAuk)	2. DA	TE OF BIRTH	3. SE R	4. GRADE 5. 30	
	Hicks,	Calvin	٧.	8Nov		M	GS-13 D	
B. CA FICIAL PO			· · · · · · · · · · · · · · · · · · ·	4-1	1 2 1 1 1		8. CURRENT STATION	ı'
	Natch Offi				FI/INT/IW		HQS	
F CHECK INL FY			- 	10. C	ECK (XI)T YP	OF REPORT		1 31 9 61
Y CAMEEN			EMPSCARY .	4-	INITIAL		REASSIGNMENT	
SARCIAC C		ee instructions .	section ()	- X	SPECIAL (SP		ME WASION WE'VE	EMPLOTE
IN. DATE REPOR				1.12. PE	PORTING PE			
∄ 7%	tober 1972			1	ov 71 - 3	San Caracia		, , , ,
SECTION B	************	,	PERFORMANC					
45-Linashisfactory.	eculd range fr or proposed in	om courseling, to Section C.	further training, to pla	ocing on	probation, to re	cossignment or	dial action. The nature of to separation. Describe a	ction tosen
34-Marginal	Performance is taken or recom	i deficient in some imended should be	aspects. The reasons for described.	or assign	ng this roting a	hould be state	d in Section C and remed	lial actions
Perchaiont	Performance is	satisfactory. Desir	ed results are being pr	oduced i	n the manner es	pected.		
2-Eusina			exceptional proficienc		4 - 3			
C-Cristending	Performance is work as to war	so exceptional in 1 1609 i tecos	e ction to requirement	s of the	work and in con	parison to the	performance of others do	ing similar
			SPECIFI	ינוס ב	ies		1 - 1 -	· ,
1	**			-,,			letter which best de:	
morner in which e	emplovee perior	ms EACH speci	lic cuty. Consider	ONLY	effectivenes:	s in performa	nce of that duty. All	
			. 9		**		scribe the work	OATIL
of a Watch (officer) -	-Prenares T	D dissens fro	aiiii om In	talion co	c and re	Scribe the Work	CATING
to the U.S.	Intel Comi	munity for	the CS exced	itina	their de	livery by	reases them	S
transmission	ı when lappı	ropriate.	Also dissems	cert	ain FI/D	Cables.	, creatingar	1
SPECIFICIOUTY N	e. 2					······		RATING
Consults wit	in area div	vision offi	cers, as nece	essar	y in his	judgment	, regarding	LETTER
etsseminabil	ity of the	info and	to ensure add	equat	e protect	ion of so	ources and	•
natrices with	i muninini	mpairment	to info reaci	ring	policy de	vels.		
SPECIFIC BUTY NO		thonticati	on statement		stal cabl	ne and de	lotos amu	RATING .
seesitive on	arational	data bofor	yn alaichent o anv distrib	וו וון יחברווו	ricer caur	es unu ut Effort	retes any s distribution	
of the delet	ed partier	within th	e DDP on a st	rict	need to	know basi	S.	
SPECIFIC DUTT NO	J, 4	· · · · · · · · · · · · · · · · · · ·	, , , , , , , , , , , , , , , , , , , ,					RATING LETTER
Resos curren	t on the g	eneral and	special requ	iireme	ents of co	ustomer a	gencies	1 _
including th	e White Ho	use for cal	oled info, i.	e., i	nfo on na	arcotics,	hijacking,	S
rectection o	f U.S. and	foreign d	ignitaries, e	tc.				
SPECIFIC CUTY NO								RATING LETTER
arter nours,	grants cl	earances (in consultati	on wi	th respon	isible ar	ea division)	
nammer denie	or uisseme d by dieco	a CS intert	mation in fin	isneo	intel pi	ib i i catio	ns in a	·S
					A 7-13	AL 030		24.11.2
and chaff h	~d [@] 	ns good wor	rking relatio	ns no	conly w	ith buy a	rea divisions	RATING LETTLA
essa scall, Di Axradita tha	disson of	gijai ventel	and Cable S	ecret	closely	dii 1671 Jeh Conn	es to s and SDOs to	ا ہا
Leep one anni	ther alert	to simifi	icant events.	01.42	Cioseik k	ri (ii (300	s and 5005 to	S
3			PERFORMANCE		JRRENT PO	SITION	- 050 50 · ·	
			'			,	10 /101	RATING LETTIN
			i which hittendes! Wat an ist, seepe				asition/Alch as ter-	
numerular limitario	ens or falents.	Based on your	knowledge of emp	loyea's	overall perf	ormance duri	ng the raring parted,	S
piece the letter in	the fating box	Corresponding f	o tne statement who	ch mos	t accurately i	ettocts his l	evel of performance.	- 1
		·····			* ',,,,,,,,,,,	6+5-01		

SECRET

DASOLETE PREVIOUS EDITIONS

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13CC TON C	WWWWWILLE COMMEN	
Interest significant strengths or a overall performance. Store sugges on foreign longuage con perform. It was a first determining future person in the use of personnel, space of Section C orticle a separate sheet. Mr. Hicks continues was granted a Quality in which he is held by. Mr. Hicks' services because of DDP's increase curity in the dissemble strumental in referring	recknesses demonstrated in current position which made for improvement of work performed frequency for improvement of work performed frequency for improvement of work performed frequency for the perform with exceptional step Increase in recognition a his supervisor in the Clandes have been particularly valuablesed concern regarding the stration of its intelligence in among reports when in the optional	keening in proper perspective thri relationship to once. Give recommendations for training. Comment splain rollings given in Section B to previde best consciousness topplicable. If extra space is needed to complete proficiency. In April 1972 he ind as proof of the high esteem time Service. It during this reporting period ict maintenance of operational iformation. Mr. Hicks has been innion of IW officers, the authent is written would help to pinpoint
the source of the informations on the IW log seriousness in which Mr reminding Divisional pe need to comply with the	mation if the report felling cards which record the action Hicks approaches his daily ersonnel about the essential e prescribed format	unauthorized hands. Mr. Hicks notaken on each report indicate the tasks and his contributions in lements of good reporting and the sulting on an Intel Cable prior to
its dissemination to the functioning of this off reputation.	le Intelligence Community is an ice and upon which depends to	n essential element in the proper a certain extent the Agency's W officers during this reporting
period, Mr. Hicks is no job. This together wit	withe IW officer with the most higher maturity of judgment and	t experience and continuity on the dability to withstand the rigors an make Mr. Hicks a distinct asset in
The assignment carri	es no supervisory responsibili on of cost supervisory responsibili	ities and does not require any
SECTION D	~	ENT5
1.	BY EMPLOYEE	
DATE	RTIFY THAT I HAVE SEEN SECTIONS A. B. AN	
16 October 1972	Calvin W.	Wicke L
2.	BY SUPERVISOR	
MONTHS EMPLOYEE HAS BEEN	IF THIS REPORT HAS NOT BEEN SHOWN TO B	EMPLOYEE, GIVE EXPLANATION
38		
DATE	OFFICIAL TITLE OF SUPERVISOR	TYRED OR PRINTED NAME AND SIGNATURE
16 October 1972	C/FI/INT/IW	Joseph A. Procaccino
3.	BY REVIEWING OFFICIAL	
COMMENTS OF REVIEWING OFFICIAL	en de de la company de la comp	
	hing to this evaluation. of Mr. Hicks' work and ch	
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ATF.	CHECKAL TITLE OF HENEWING OFFICIAL	TYPE DA PRINTED NAME AND WINE THE
24 Oct. 1972	C/FI/INT	Thomas F. Thiele Kills
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SECTION A	1,	· · · · ·	;	1, 1		GEN	ERA	13 10				
1. NAME	Last	, .	(Fire	ie)	(Middle)		-	TE OF BIRTH	3. 8@ X	4. GRADE	8. 30	
HICKS .	٠.	, C	ALVIN	W.		,	18 N	ov. 1924	M	GS-13	0	
8. OFFICIAL POS	ITION T				7 1 J. 154		A	F/DIV/BR OF				4:
WATCH OFF	LĈER	· , , , ;		. • "		100,200 100,000	DDP	/FI/INT/IV	,	HEADQU	ARTERS	
S. CHECK INITY		PPOINTM	ENT			1	<u></u>	HECK (X) TYPE				
X CARER		RESERVE		Ī	TEMPOHARY -	. 4	1	INITIAL			BEIGNMENT	SUPERVISOR
	ROVISIO	HAL (See	Instruction	ma'+	Section C)	2 - 24	X	ANNUAL		 		EMPLOYER
SPECIAL (S		·~~	232.3	4.7			-	SPECIAL (Spe	city):	1	3	
II. DATE REPORT							18. A	PORTING PER		to-)		· · · · · · · · · · · · · · · · · · ·
31 JANUARY			.,	. "		· [5]		JANUARY			0	
SECTION B		٠ - ٠	- d	,	PERFORM	ANCI			*		. <u></u>	
U-Unsahsfactory	Pertain	nonce is u	naccentoh	le. A	eating in this co				Doutive said	ا مُدَادِينَ أَمَادُ	he notice at	the oction
	could	ange from	counselin	g, to	further training.	to pla	cius ou	probation, to re	dirigument of	to separâtion	. Describe o	etion taken
M. M		posed in Se	-		garage garage and a second	·						
M-Marginal	restorn taken o	nance is de or recomme	incient in inded show	tome	apects. The rea e described.	sons fo	r æssign	ing this roting s	rould be state	d in Section	C and reme	dial actions
P-Proficient	., .	1. 1			red results are be	ing no	duced	in the monado and	nected.		, , .	
S-Strong					exceptional prof	, ;					` ' ' · · ·	
O-Outstanding				-	relation to requir		•	work and in com	parison to the	performance	of others de	oing similar
	work as	to warran	t special r	ecog	nition.	e i :				,		
		, ,		٠.,	SPE	CIFI	C.DU	ries '				
List up to six of th	he most	importan	r specifi	e du	ries performed	durin	a the	ating period	Insert ratio	letter whi	ch best de	scribes the
manner in which er	mployee	portorms	EACH.	spec	ilic duty. Con	sider	ONLY	effectiveness	in performa	nce of that	duty. All	employees
with supervisory re					, ,, ,,							
44 0 D.11 8 64 2 5 6 6												LETTER
TION CODE TO	DESC	RIBE M	la. Hi	CKS	WORK AS	A WA	TCH	OFFICER.	SPECIFI	C DUTIES	S ARE:	12.
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					RANSMISSIO							
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MATION; INCL	UD I NG	AFTER	-HOURS	5 8	ERVICING O	F RE	QUES	TS FOR CLE	ARANCE	of CS-01	SSEMI -	
NATED INFORMA		IN FI	NÍSHED	11	NTELLIGENC	E PU	BLIC	ATIONS ON	BEHALF	OF FI/IN	T/RC.	S
PECIFIC DUTY NO.		17						A		•		RATING LETTER
ADVISES AND A	4887 5 1	rs Are	A DIVI	SIC	N OFFICER	SIN	PRE	PRATION OF	TD DIS	SEMINATI	ONS	
BASED ON INFO									CABLED I	FIELD IN	FORMA-	<u> </u>
TION REPORTS;		PROVID	DES AD	VIC	E TO CSDO	ON	REQU	esr.				P
PECIFIC DUTY NO.					*	1	_					RATING LETTER
FACILITATES A												! 1
SIGNAL CENTER	RATA	LL LEY	ELS T	O, E	d stideax	ISSE	MINA	TION OF SI	GNIFICA	NT REPOR	TS.	173\$7.
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		- mail- Pullister Grand	OVER	ALL	PERFORM#	NCE	IN C	URRENT PO	SITION		>	(3)
Taba isas session			•		, ,					1 - 1		AATING LETTER
take into account e primance of specif												
articular limitation	es or tal	ents. Bo	need on	your	knowledge of	ompl	oyee's	overall perfa	rmance dur	ing the tati	ng period,	S
loce the letter in t	ne ratin	g box co	rrespond	ing f	to the statemen	st whic	h mos	t accurately re	ittects his l	evel of peri	ormance.	l
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		- 477 0		**********					80U9 1			

IOUS EDITIONS

FORM 7-69 45

SECRET

Reviewed by CrysPD/PPB

NARRATIVE COMMENTS.

Indicate significant strengths of weaking seed demonstration of the properties of the properties of the relationship to overall performance. State suggestions multiples compared to the performance. Give recommendations for regining: Comment on foreign language competence; if realistiff the content has titled. Amplify or explain ruting given in Section B to provide best basis for determining future personnel will be Manneton performance of monagerial or supervisory duties and cost consciousness in the use of personnel, space, equipment and lynds, must be commented on, it opplicable. If extra space is needed to complete Section C; artoch a separate sheet of paper. MAIL ROOF

THERE HAS BEEN NO CHANGE IN MR. HICKS! OVERALL PERFORMANCE FROM THE LAST RATING PERIOD . IT IS STILL CHARACTERIZED BY EXCEPTIONAL PROFICIENCY. HE CONTINUES TO BE A HIGHLY MOTIVATED, HARD-WORKING AND DEPENDABLE OFFICER.

Since Joining IW in June 1967 HE HAS SERVED ON A ROTATING SCHEDULE WITH SEVEN OTHER OFFICERS DOING TOENTICAL WORK, THREE OF WHOM ARE CURRENTLY IN GRADE GS-14 AND ONE IN GRADE GS-15. THERE HAVE BEEN AS MANY AS FIVE GS-14 OFFICERS SERVING AT THE SAME TIME AS MR. HICKS. HE HAS, THEREFORE'S BEEN PERFORMING DUTIES COMMENSURATE WITH A GRADE HIGHER THAN HIS PRESENT ONE.

HIS OUTGOING PERSONALITY AND EXTENSIVE KNOWLEDGE OF THE IW OPERATION HAS GAINED HIM THE CONFIDENCE AND RESPECT OF NOT ONLY HIS COLLEAGUES BUT ALSO OF THE NUMEROUS DIVI-SION REPRESENTATIVES WITH WHOM HE DEALS.

HE HAS NO SUPERVISORY DUTIES AND IS COST CONSCIOUS.

THERE HAS BEEN FREQUENT CONSULTATION WITH MR. HICKS CONCERNING THE PERFORMANCE OF HIS OUTLES.

SECTION D	CERTIFICATION AND COMM	IENTS
1.	BY EMPLOYEE	
	CERTIFY THAT I HAVE SEEN SECTIONS A. B. AI	ND C OF THIS REPORT
DATE 31 DECEMBER 1970	SIGNATURE OF EMPLOYEE	
2.	BY SUPERVISOR	the manuscript of the manuscript of the state of the stat
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO	EMPLOYEE, GIVE EXPLANATION
16 MONTHS		
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE
31 DECEMBER 1970	Chief, Intelligence Watch	Joseph Cofireaccum
3.	BY REVIEWING OFFICIAL	() JOSEPH A. PROCACCINO
COMMENTS OF REVIEWING OFFICE	AL	·

While I am physically separated from this officer and not in daily contact with him or his work, all secondary evidences are that this is a conservative but generally accurate evaluation.

OFFICIAL TITLE OF REVIEWING OFFICIAL 12 Jan 1971 C/FI/INT

SECRET

Thomas F. Thiele

					EMPLOYEE SE	ENIAL NUMBER	-
FIT	NESS REPORT				0563	61	
SECTION A	GEI	NERAL				17 3	-
1- NAME (Last) (Fig.	at) (Middle) 🤃	i. DA	TE OF BIRTH	B. SEX	4. GRADE . S.	. 90	• .
HICKS CAL	VIN W.	'.S: N	ov1924.	.M	:GS-13	<u>D</u>	Ċ
6. OFFICIAL POSITION TITLE			and the state of		6. CURRENT ST	LATION .	-
WATCH OFFICER			/FI/INT/IV		HEADQUAR	FERS	<u>, '41' .</u>
P. CHECK (X) TYPE OF APPOINTMENT	/	110. C	ECH (X) TYPE	OFREPORT			
X CAREER PERENTE	TEMPOHANY		INITIAL	<u> </u>		NMENT BUPERY	
CAREEN PROVISIONAL (See Instruction	me - Section C)	بسنسا	SPECIAL (SIN	لبسيا	READER	NMENT EMPLO	A RE RE
SPECIAL (Specify)		112 00	PORTING PER	~~~			
31 JANUARY 1970		1 5	August .=	Barton Landard			3
SECTION B	PERFORMANCI			31 DECEM	PER 1303		-
could range from counseling or proposed in Section C. M-Marginal Performance is deficient in taken of recommended show		eing on	probation, to re	assignment or l	o separation. De	scribe action take	en ,
P-Proficient Performance is satisfactory.	Desired results are being pro	odućed i	n the manner ex	pected.	4		
	d by exceptional proficiency	•	1 1				,
O-Outstanding Performance is so exception	al in relation to requirements	i of the	work and in com	parison to the	performance of o	their doing simila	H .
wark as to warrant special r	SPECIFIC	COU	166				
					······	·	p-drawn.
List up to six of the most important specifi manner in which employee performs EACH with supervisory responsibilities MUST be	specific duty. Consider	CNLY	offactiveness	in performar	ce of that dut	y. All employe	he 10 \$
CHRESCHARGER BROWNER INTE: THERE	S NOTHING IN' THE	CHE	CK LIST O	F FUNCTIO	NS (CS1-2	0-24) CATT	40 40
which adequately covers Mr. 1 (DD10). His specific duties	licks. The close	ST I	s Reports	OFFICER	ACTIVITIE	s	•
SPEC. DUTY No.1 PREPARES TD C	ISSEMINATIONS FR	SOW C	ABLED FIE	LD INFORM	ATION - REP	ORTS	
伊内郡本衛司な総裁関係機器関之 RELEASES THEN DELIVERY BY ELECTRICAL TRANSN				TY, EXPED	ITING THE	IR . PATIN	IG (
SPEC. DUTY NO.2RELEASES JEHL				s to INTE	L.COMMUNI	TY,	
INTERPRETING BROAD FI/D INSTA							٠. ا
SPECIFIC DUTY NO. 3 CONSULTS WITH	AREA DIVISION O	FFIC	ERS DURING	OFF-DUT	Y HOURS,	AS RATIN	0
NECESSARY, TO INSURE ADEQUATE							:R
INPAIRMENT TO THE VALUE OF TH						· 5	
SPECIFIC DUTY NO. 4 ADVISES AND A	SSISTS AREA DIVI	SION	OFFICERS	DURING O	FF-DUTY HO	OURS PATIN	9
IN THE PREPARATION OF TO DISS	EMINATIONS BASED	ON	NEORMATIC	N OTHER	THAN THAT	CON	Î
TAINED IN INCOMING CABLED FIR					•	Р	ı
							1
SPECIFIC DUTY NO. 5 SEEKS AND RES	PONDS TO GUIDANC	E CO	IÇERNING İ	HE MOST	EFFECTIVE	RATING	2
SERVICING OF THE INTEL. COMMUN	ITY, INCLUDING T	HE W	HTE HOUSE	SITUATI	on Room, w	/1 TH	ı
CLANDESTINE SERVICE-ACQUIRED	INFORMATION AND	PROVI	DES AFTER	R-HOURS A	DAICE ON D) s	I
SEMINATION POLICY AND PROCEDU							_
PECIFIC DUTY NO. 6 FACILITATES A						LETTE	
SECRETARIAT AND SIGNAL CENTER .	AI. ALL LEVELS, I	O EXP	roile pra	. IANIMAII	JN OF STAN	s	l
# 8 JAIT 1970 V OVER		111 -		A			
ake into account everything about the emplormance of specific duties, productivity, articular limitations or talents. Based on lace the letter in the rating box correspondi	conduct on job, coopera your knowledge of empl	is effe	ctiveness in h ss, pertinent overall perfa	is current po personal trai	is or habits, a g the rating p	ind ériod, S	

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DESCLETE PREVIOUS FOITIONS

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NARRATOS COMMENTS

tracces unificant strengths of madkine sees deman strack is zimesh pautlen keeping in proper perspective their relation this to eversit perhamance. State suggestimis made her improvement a en foreign language competênce, it inquired har cuerens versions meric rectainance. Give recommentations for training. Comment Sees to determining luture personnel action. Manner of personnel invingerial or supervisory during and cost consciousness.

The use of personnel, space, equipment and lunds, must be compensational applicable. Feating space is needed to complete Section C artack a separate street of paper.

NR. HICKS! PERFORMANCE DURING THE 35 MENTHS UNDER MY SUPERVISION HAS CONTINUED AT THE SAME HIGH LEVEL NOTED IN HIS CAST TO THE SAME HIS CAST TO T AND ATTENTION TO THE MULTITUDE OF DETAILS ESTALLED IN THE PROCESSING OF INTEL CABLES. HE WORKS WELL UNDER PRESSURE AND IS CONSEN IL AND TACTFUL IN DEALING WITH DIVISIONAL

HIS TOUR IN IN WILL BE EXTENDED FOR ANOTHER TWO YEARS. HIS CONTINUED PRESENCE IN IN MILL BE OF MESTEMABLE VALUE TO NEW DEPLOERS WHO WILL BE JOINING THE INTELLI-GENCE WATCH AS OTHERS ARE REASSIGNED OR RETURE.

I STRONGLY RECOMMEND THAT HE BE RECOMMENDED FOR PROMOTION TO GS-14. THERE IS NO CUESTION THAT HE HAS BEEN PERFORMING AT THIS LEVEL FOR A CONSIDERABLE PERIOD OF TINE.

There has been frequent consultation with Mr. Hicks concerning his performance of his duties. He has no supervisory duties and is cost-conscious.

I		
SECTION D	CERTIFICATION AND COMME	ENTS
1. ,	BA EMLTOAEE	
	CERTIFY THAT I HAVE SEEN SECTIONS A. B. AND	D C OF THIS REPORT
JANUARY 1970	SIGNATURE OF EMPLOYEE	
4.	By SLRERY ISOR	
COTES MY SUPERVISION	IF THIS REPORT HAS NOT BE SM SHOWN TO E	MPLOYEE, GIVE EXPLANATION
3₺ мо.		
SAYE	CHAICIAL TITEE OF SUPERINGE	TYPED OR PRINTED NAME AND SIGNATURE
JANUARY 1970	CHIEF/INTELLESENCE WATCH	Digl Ofrommen
2	BY REVIEWING CEFICIAL	/ JOSEPH A. PROCACCINO '
* *************************************	ar best of material filters and an analysis an	

I do not know Mr. Hicks well having been assigned to the FI staff only a relatively short period of time, plus the fact that direct contacts with officers of the Intelligence watch are not always frequent owing to their schedules. I would concur however in the rating and marrative comments above in view of my knowledge of the smervisors.

TYPED OR PRINTED NAME AND SIGNATURE OFFICIAL TITLE OF REVIEWING OFFICIAL 20 January 1070 Deputy Chief, III'

			EMPLOYEE SERIAL	ANNOC 3
and the state of t	FITNESS REPORT		056361	;
SECTION A	CF.	NERAL		
I NAME (Leat)	(Firet) (Middle)	2. DATE OF BIRTH 3. SEX	4. 64454 - 3. 30	. , ,
HICKS,	CALVIN W.	8 NOV. 1924 M	GS-13 C)
& OFFICIAL POSITION TITLE		7. OFF/DIV/BR OF ASSIGNMENT	8. CURRENT STATION	. '
WATCH OFFICER		FI/INT/IW.	HEADQUARTERS.	
S. CHECK (K) TYPE OF APPOINTMEN		10-CHECK IN TYPE OF REPORT		
X CAREM RESERVE	TEMPORARY	INITIAL -	X sersionnens	
CAREER-PROVISIONAL (See Ins	Institute - Section C)	SPECIAL (Specify):	#E 4331GN VEN 1	EMPLOVE
11. DATE REPORT DUE IN O.P.		12. REPORTING PERIOD (From-	о)	<u>, , , , , , , , , , , , , , , , , , , </u>
		1 JAN 1969 - 12 Aug		3.4
SECTION B	PERFORMANC	E EVALUATION	- 	
positive remedial probation, to reason	action. The nature of the act lignment of to separation. D	slightly less than satisfactory. A ion could range from counseling, lescribe action taken or proposed rely satisfactory and is characteri	to hather training, to in Section C.	placing on
\$ - Strong Performance Is ch	aracterized by exceptional pro			
	or work as to warrant special		parises to the perfora	snce of
	SPECIF	IC.DUTIES	· · · · · · · · · · · · · · · · · · ·	
List up to six of the most important s manner in which employee performs E with supervisory responsibilities MUS	ACH specific duty. Consider iT be rated on their ability to	r ONLY effectiveness in performe supervise (Indicate number of em	need that duty. All pleaves superviseds.	.employees
		ROM CABLED FIELD INFOR		HATING LETTER
AND RELEASES THEM TO THE VICE, EXPEDITING THEIR				10 5
COMMUNITY, INTERPRETICH CABLES DISSEMINATED.		DISSEMINATIONS TO THE FROM FI/D ON VARIOUS (RATING LETTER
	<u> </u>			
CONSULTS 1	VITH AREA DIVISIÓN (OFFICERS DURING OFF-DUT	Y HOURS. AS	RATING
NECESSARY, TO INSURE ADMINISTRATION TO THE VALUE	EQUATE PROTECTION OF	F SOURCES AND METHODS W	HIM MINIMUM	s
SPECIFIC DUTY NO. 4 ADVISES AN IN THE PREPARATION OF TO		ISION OFFICERS DURING C SED ON INFORMATION OTHE		RATING LETTER
CONTAINED IN INCOMING CA	BLED FIELD REPORTS.	•		P
SPECIFIC DUTY NO. 5 SEEKS AND	RESPONDS TO CHILDANC	E CONCERNING THE MOST	FEFECTIVE	RATING
SERVICING OF THE INTELLI	GENCE COMMUNITY, IN	ICLUDING THE WHITE HOUS	E SITUATION	LETTER
ADVICE ON DISSEMINATION				
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	VERALL PERFORMANCE	E IN CURRENT POSITION		
10. CA			· · · · · · · · · · · · · · · · · · ·	RATING
Take into account everything about the formance of specific duties, productionsticular limitations or talents. Base place the letter in the roting box corre	vity, conduct on job, cooper d on your knowledge of emp	otiveness, pertinent personal me llayee's overall performance dum	or habits, and by the rating period,	LETTER
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NARRATIVE COMMENTS

Indicate significant strength's or meaknesses demanistrated in current position keeping in proper perspective their relationship to averall performance. State suggestions made for improvement of mark performance. Give recommendations for training. Comment on foreign language competence, it required for current position. Amplify or explain rottings given in Section B to provide best for determining future personnel action. Manage of performance of managerial or supervisory duties and cost consciousness in the use of personnel, page, equirment and funds, must be commented on, if applicable. If extra space is needed to complote social action.

MR. HICKS HAS BEEN A WATCH OFFICER IN IW FOR NURE THAN THE BARS AND IS A DEPENDABLE AND THOROUGHLY RELIABLE MEMBER OF THE TEAM. HE HAS A FINE OPERATIONAL BACKGROUND AND A REEN SENSE OF SECURITY. HIS JUDGMENT, IS VERY SOUND AND HE FAR EXCEED THE DEMANDS OF HIS POSITION IN THE EXTENT OF HIS COORDINATION WITH THE AREA DIVISIONS ON MATTERS WHERE HE FEELS THAT DIVISION JUDGMENT SHOULD BE BROUGHT TO BEAR ON AN INTELL CABLE. HE IS NETTEULOUSLY CORRECT IN HIS APPROACH TO HIS DUTIES AND KNOWS HOW TO BALANCE CUSTOMER NEED FOR ENLIGHTENMENT ON SOURCES TO THE AGENCY'S REQUIREMENTS FOR SOURCE PROTECTION. HE STANDS UP WELL UNDER PRESSURE, IS COOPERATIVE AND CONGENIAL. HE HAS BEEN RECOMMENDED FOR PROMOTION TO GS-14 THREE TIMES DURING HIS TOUR IN IW AND IT IS REGRETTABLE THAT IT HAS NOT BEEN POSSIBLE TO PROMOTE HIM. HIS PERFORMANCE IS SIMILAR TO THAT OF HIS COLLEAGUES WHO ARE IN GRADE GS-14. NEITHER COST CONSCIOUSNESS NOR SUPERVISION IS A FACTOR IN HIS PERFORMANCE.

SECTION D	CERTIFICATION AND CO	MMENTS .
1	BY EMPLOYEE	
\$	CERTIFY THAT I HAVE SEEN SECTIONS A. B.	AND C OF THIS REPORT
DATE	SIGNATURE OF EMPLOYEE	Carle A. C. A. C.
12 AUGUST 1969 .	- Calin	N. /ATEI
2.	BY SUPERVISOR	
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN T	O EMPLOYEE, GIVE EXPLANATION
21		
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE
12 august 1949	CHIEF FI/INT/IW	EDWARD I TARROLL
3.	BY REVIEWING OFFICIA	
COMMENTS OF REVIEWING OFFIC	IAL	
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DATE	OFFICIAL TITLE OF REVIEWING OFFICIAL	TYRED OR BOWLED NAME AND SIGNATURE
1 8 AUG 1969	i certains, it is a certain of the certains	
13 August 1969	Chief, FI/INT	

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SPECIAL (S					λ	SPECIAL (Spe		orotion	Submis	sion
II. DATE REPORT	OUE II	(O.P.			9 .	EPORTING PER			1000	<i>;</i> ,
SECTION B	- , , ,			PERFORMA		ALUATION	1775			•
W - Week A - Adequate P - Proficient S - Strong	positi probot Perfor excell Perfor	ve remedia ion, to rea mance mee ence. mance is m	l action: T ssignment is all requi	colly inodequate he nature of the or to separation irements. It is a utilisfactory. Dead by exceptional	action co Describ patirely so sired resul	uld range from e action taken tisfactory and its are being pr	còunseling, or propòsed Is cháracter	to further to in Section ized neithe	raining, to C. r by deficie	placing on
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				SPE	CIFIC DL	ITIES				
nonner in which evith supervisory repected out votal and release vice, expedience out vocantity,	esponsion Properties the	repares em to the their	TD disa te U.S. deliver	eminetions intelligen y by elect	from ce corrrical t	cabled fiel munity for cransmission community	d information of the Clarent when a to the	mation randestine	reports Ser- ater	RATING LETTER S RATING LETTER
rables diss recipic DUTY NO necessary, impairment	to in	sults w	equate	e di ision protection information	of sev	rces and m	ethods v	ith min		RATING LETTER
PECIFIC DUTY NO in the preparation in	oreti	drices on of T	and ass D dirse	ists area o	divisio cased o	n officers	during	off-dut	y hours thet	RATING LETTER P
servicing of the intelligence community, including the White House Situation Foom, with Clandestine Service-acquired information and provides after-hours advice on dissemination policy and procedures to the CEDS on request										
Secretariat	Fa and	cilitate Lignal (es and i	maintains g	ood wo	king relat	tions vi	th Cable	3	RATING LETTER S
oke into account or irmance of specification in the control of the country of the	lic duti ns or to	ing about these productions. Base	he employe tivity, con sed on you	iduct on job, co r knowledge of	ces his ef operatives employee	fectiveness in l less, pertinent s overall perf	his current personal to	raijs or hab ring the rat	its, and ing period,	RATING LETTER

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SECTION G	NARRATIVE COMMENT	rs
or breigh language competence, house surge on breigh language competence, house of determining future person in the use of personnel spoce. Second C attach a separate sheet reliable member of the and a sense of operation of the second judgment on discourable of the reader and ment of the reader and la screen landuage. He is careful and he knows how to belance	stions made for improvement of work performance of monity action. Manner of performance of monity action. Manner of performance of monity actions and funds; must be commented on years at team. He brings to his work lenal security which is of greaternation matters. He has an imaginative in his approach the opposite extreme of lax meticulous in his work, level to the customer demand for specific the customer demand for specific texts.	herping in proper perspective their relationship to mee. Give recommendations for training. Comment relations given in Section B to provide best revial or supervisory duties and cost consciousness repelicable. If extra space is needed to complete of the
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with whom he is in con		
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Neither cost cors	ciousness nor supervision is a	factor in his performance.
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SECTION D	CERTIFICATION AND COMM	ENTS
	BY EMPLOYEE	
) C8	RTIFY THAT I HAVE SEEN SECTIONS A. B. AN	D C OF THIS REPORT
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28 March 1060	I call it street	
<u> </u>	BY SUPERVISOR	
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JACER MY SUPERVISION	,	•
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DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE
•		
25 Merch 1969	Chief, FI/IM/T:	Comment Council
	BY REVIEWING OFFICIAL	- chard of cartors
DIMENTS OF REVIEWING OFFICIAL		
i i	•	•
I concur in th	is report primerily on the bas	is of my confidence in the
indement of the sur	ervisor, as I have had no oppo	rtunity to evaluate closely
the newformance of	individual officers in the Int	callingance l'atab Such diment
contacts as Thomas	had reith No. Halva have tamina	errigence auch cuch cirect
of Medican II Tom	and all all that he is never the	to confirm the overall rating
or burning. I am	satisfied that he is performing	g at the wo-14 level.
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t 4		•
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ATE :	OFFICIAL TITLE OF REVIEWING OFFICIAL	TYPED OF BUILTED MANE AND SIGNATURE
	and the same of th	Johnstone
29 March 1060	Chief, FI/INT	
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HICKS			LYIN	. Wa		NOV 24	<u> </u>	GS-13 D	
6. OFFICIAL POS	7 .	. '.'	-		→ ₹1 ′′ ≤.	1971	, -	S. CURRENT STATION	· .
P. CHECK IN TY		LCER	<u> </u>			P/FI/INT/I		HQS	
CAREER	ششة خموم	RESERVE	'	TÈMPORARY	-	INITIAL		REASSIGNMENT	SUPERVISOR
CANLLHIP	 	<u> </u>	tructions	<u> </u>		ANNUAL		THE ASSIGNMENT	
SPECIÁL (S			_ ; ;	2.	<u> </u>	SPECIAL (Spe	cifý):		•
II. DATE REPORT	TOUE	N O.P.			12. 1	EPORTING PER	IOD (From-	10-)	
30 NO	V 19	71:-				1 JAN - 3	1 OCT 19	171	١
SECTION B				PERFORMAN	CE EV.		, ,		
U-Unsatisfactory	could	rmance is unaci rangé from co oposéd in Secti	unseling, l	A rating in this catego to further training, to	placing or	es immédiate and o probation, to re	positive rem assignment of	edial action. The nature of to separation. Describe a	the action ction taken
M-Marginal		rmance is defici or recommende			for assig	ning this rating sl	hould be stat	ed in Section C and remed	dial actions
P-Proficient				sired results are being	-	in the manner ex	pected.		. `
S-Strong				y exceptional proficie	, .			- 1	
O-Outstanding		mance is so exc as to warrant so			nts of the	work and in com	parison to the	e performance of others do	ung similar.
			· · · · ·	SPECI	FIC DU	TIES			
list up to sir of t	ha-mos	t important s	pacific (luties performed dis	ring the	rating period.	Insect catio	g letter which best de	scribes the
manner in which e	mployè	e performs E	ACH spe	acific duty. Consid	er ONL	/ offectiveness	in perform	ance of that duty. All	
XXXXXXXXXXXX	RX'/	NOTE; -DO	10 15	THE CLOSEST C	DUALIF	ICATION CO	DE TO D	ESCRIBE THE	RATING LETTER
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				ITEL CABLES AN					
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SPECIFIC DUTY NO								TEL CABLES AND	RATING LETTER
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TO KEEP ONE	TOMA			IGNIFICANT 'EM L PERFORMAN		HODENT DO	SITION	- High	<u> </u>
								C ₁	RATING
								position such as per-	LETTER
articular limitațio	ns of to	olents. Base	d on yo	induct on job, coop or knowledge of e	nplévee'	s overall perfe	ormance du	ring the rating period,	s
lace the letter in	the rati	ing box corre	sponding) to the statement w	hich mó	at occurately r	eflocts his	level of performance.] ·
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NARRATIVE COMMENTS

Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective their relationship to averall performance. State suggestions made for improvement of work performance. Give recommendations for training. Comment on fereign language competence, if required for current position. Applify or explain ratings given in Section 8 to provide best basis for determining future personnel action. Manifer of performance of managerial or supervisory duties and cost consciousness in the use of personnel, space, equipment and funds, must be commented on it applicable. If extra space is needed to complete section. C. attach a separate sheet of page. MR; HICKS CONTINCES TO TURN IN AN EXCELLENT. ALL. AROUND PERFORMANCE. HE EXERCISES A VERY HIGH DEGREE OF PROFESSIONAL JUDGMENT IN CARRYING OUT HIS DUTIES. HE IS ALERT, CONSCIENTIOUS, STRONG-WILLED AND STRAIGHTFORWARD BUT VERY PLEASANT I. DEALING WITH PEOPLE OF ALL LEVELS.

BECAUSE OF HIS CONSTANT AWARENESS THAT CS REPORTS MAY FALL IN UNAUTHORIZED HANDS, MR. HICKS HAS BEEN MOST EFFECTIVE IN MAINTAINING SECURITY DISCIPLINE IN THE REVIEW. OF THE INTEL CABLES, PARTICULARLY THE AUTHENTICATION STATEMENTS TO INSURE THAT ANY DATA WHICH MAY PRESENT A SECURITY HAZARD TO THE SOURCE, IS OMITTED FROM THE DISSEMINATION OF THE INFORMATION.

MR. HICKS HAS BEEN WITH THE INTELLIGENCE WATCH SINCE JUNE 1967. HIS OVERALL PERFORMANCE HAS BEEN CONSISTENTLY CHARACTERIZED BY EXCEPTIONAL PROFICIENCY. HE HAS FOR SEVERAL YEARS BEEN PERFORMING DUTIES COMMENSURATE WITH A GRADE HIGHER THAN HIS PRESENT ONE. A CONCERTED EFFORT SHOULD BE MADE TO PROMOTE HIM TO A GS-14. HE HAS BEEN PUT IN FOR PROMOTION AS AN INTELLIGENCE WATCH OFFICER SINCE 1968.

WITH THE RETIREMENT AND REASSIGNMENT OF SEVERAL IW OFFICERS, BY NEXT YEAR, HE WILL BE THE IW OFFICER WITH THE MOST CONTINUITY ON THE JOB. THIS WILL BE A GREAT ASSET TO IW AND IN PARTICULAR TO THE NEWER OFFICERS WHO WILL PROFIT FROM HIS EXPERIENCE.

ATTACHED TO THIS FITNESS REPORT IS A RECENTLY PREPARED POSITION DESCRIPTION OF AN IW OFFICER WHICH CHARACTERIZES MR. HICKS IN EVERY RESPECT. THIS DESCRIPTION SHOULD HELP TO BETTER APPRECIATE THE IMPORTANCE THAT THE DDP ATTACHES TO THE FUNCTION AND RESPONSIBILITIES OF IW OFFICERS AS WELL AS THE SCOPE AND COMPLEXITY OF THE WORK.

IT IS NOT EASY TO FIND SUITABLE OFFICERS TO SERVE IN IN. IT CALLS FOR INDIVIDUALS WHO ARE HIGHLY MOTIVATED, WITH MATURITY OF JUDGMENT, TEMPERAMENT, MANNER AND BEARING TO WITHSTAND THE RIGORS OF SHIFT WORK, AND ABOVE ALL TO MAINTAIN CORDIAL RELATIONS

SECTION D' CERTIFICATION AND COMMENTS SEE ATTACHED PAGE

1. BY EMPLOYEE

1. I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT

DATE

28 OCT. 1971 SIGNATURE OF EMPLOYEE

Calvin W. Hicks Calvin W. Wicks

2. BY SUPERVISOR

MONTHS EMPLOYEE HAS BEEN IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION

26

DATE

27

OFFICIAL TITLE OF SUPERVISOR

TYPED OR PRINTED NAME AND SIGNATURE

28 OCTOBER 1971 C/FI/INT/IW

OSEPH A. PROCACCINO

3. BY REVIEWING OFFICIAL

COMMENTS OF REVIEWING OFFICIAL

I fully endorse the ratings and the narrative. We shall continue to try to promote Mr. Hicks in recognition of his ability and of his service.

29007 OFFICIAL TITLE OF REVIEWING OFFICIAL TYPED COPPRINTED NAME AND SIGNATURE

CALVIN HICKS, SECTION C CONTINUED

WITH PEOPLE AT ALL LEVELS IN EXPEDITING THE DISSEMINATION OF INTEL CABLES ON A 24-HOUR BASIS.

THE ASSIGNMENT CARRIES NO SUPERVISORY RESPONSIBILITIES AND DOES NOT REQUIRE ANY SIGNIFICANT DEMONSTRATION OF COST CONSCIOUSNESS.

THERE ARE BEEN FROM THE CONSULTATIONS WITH MR. HICKS CONCERNING THE PERFORMANCE OF HIS DUTIES.

JOSEPH A. PRUCAGCINO. CHIEF/INTELLIGENCE WATCH

(Then Filled In)	
	RIAL NUMBER
FITNESS REPORT 05636	1
SECTION A GENERAL	(
	\$ D_
HICKS CALVIN W. 8 NOV 1924 M GS-13	<u>D</u>
6. OFFICIAL POSITION TITLE	TATION -
WATCH OFFICER HQS	1
9. CHECK (X) TYPE OF APPOINTMENT	
	NYENT SUPERVISO
	HMENT EMPLOYE
SPECIAL (Specify): PROMOTION SU	NUSSION
11. DATE REPORTING PERIOD (From: 10-)	1068
ECTION B PERFORMANCE EVALUATION	1900
W. Weak Performance ranges from wholly inadequate to slightly less than satisfactory. A rating in this positive remedial action. The nature of the action could range from counseling, to further train	
probation, to reassignment of to separation. Describe action taken or proposed in Section C.	- , ,
A - Adequate Performance meets all requirements. It is entirely satisfactory and is characterized neither by excellence.	deficiency nor
P. Próficient Performanco is more than satisfactory. Desired results are being produced in a proficient mann	ent.
S'- Strong Performance is characterized by exceptional proficiency.	,
O - Outstanding Performance is so exceptional in relation to requirements of the work and in comparison to the	performance of
other's doing similar work as to warrant special recognition.	
SPECIFIC DUTIES	
ist up to six of the most important specific duties performed during the rating period. Insert rating letter which b	est describes the
ignier in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that dut	y. All employees
ith supervisory responsibilities MUST be rated on their ability to supervise (Indicate number of employees experv PECIFIC DUTY NO. 1	T WATING
Prepares IU disseminations from Cabled Field information repo	RTS LETTER
AND RELEASES THEM TO THE U.S. INTELLIGENCE COMMUNITY FOR THE CLANDESTINE SE	RV- 10
ICES, EXPEDITING THEIR DELIVERY BY ELECTRICAL TRANSMISSION WHEN APPROPRIATE	s S
PECIFIC DUTY NO. 2 D (DILLIPPI CD	RATING
RELEASES JUHUKKILD CABLES AS DISSEMINATIONS TO THE INTELLIGEN	CP LETTER
COMMUNITY, INTERPRETING BROAD INSTRUCTIONS FROM FI/D ON VARIOUS CATEGORIES	
CABLES DISSEMINATED.	Р.
PECIFIC DUTY, NO. 3	RATING
CONSULTS WITH AREA DIVISION OFFICERS DURING OFF-DUTY HOURS, A	
NECESSARY, TO INSURE ADEQUATE PROTECTION OF SOURCES AND METHODS WITH MINIMU	
IMPAIRMENT TO THE VALUE OF THE INFORMATION REACHING POLICY LEVELS.	S
ECIFIC DUTY NO. 4 ADVISES AND ASSISTS AREA DIVISION OFFICERS DURING OFF-DUTY HO	PATING
IN THE PREPARATION OF TO DISSEMINATIONS BASED ON INFORMATION OTHER THAN THA	
•	' Р
CONTAINED IN INCOMING CABLED FIELD REPORTS.	
PECIFIC DUTY NO. 8 SEEKS AND RESPONDS TO GUIDANCE CONCERNING THE MOST EFFECTIVE	SERV- RATING
icing of the intelligence community, including the White House Situation Ro	OM,
with Clandestine Services-acquired information and provides after-hours adv	CE S
ON DISSEMINATION POLICY AND PROCEDURES TO THE CSDO UPON REQUEST.	
ECIFIC DUTY NO. 6	RATING LETTER
FACILITATES AND MAINTAINS GOOD WORKING RELATIONS WITH CABLE SI	
RETARIAT AT ALL LEVELS TO EXPEDITE DISSEMINATION OF SIGNIFICANT REPORTS.	S
OVERALL PERFORMANCE IN CURRENT POSITION	RATING
ke into account everything about the employee which influences his effectiveness in his current position such a	
rmance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or habits,	ind _
rticular limitations or talents. Based on your knowledge of employee's averall performance during the rating p ace the letter in the rating box corresponding to the statement which most accurately reflects his level of perform	

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SECTION C

NARRATIVE COMMENTS

Indicate significant strengths or weatherses demonstrated in current position heeping in proper perspective their relationship to overall performance. State neggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify or explain rottings given in Section B to provide best basis for determining future personnel action. Manner of performance of monagerial or supervisory duries and cost consciousness in the use of personnel access, equipment and funds, must be commented on it applicable. He error speece is needed to complete Section C, attach a separate sheet of paper.

Nov 7 1 41 PH '68

Mr. HICKS HAS COMPLETED HIS APPRENTICESHIP AND ADVANCED BY GRADUAL STAGES FROM ADEQUATE TO PROFICIENT TO THE POINT WHERE HIS OVERALL MARTONNAME HUST BE DESCRIBED AS STRONG HE BRINGS TO HIS WORK A FINE OPERATIONAL AND PARAMILITARY BACKGROUND AND HE HAS ADJUSTED QUICKLY AND EFFECTIVELY FROM THE OUTDOOR ACTIVE LIFE TO THE DIF-DISSEMINATIONS WHICH OFTEN INVOLVE TWO OR MORE AREA DIVISIONS. HE IS ALERT TO OFE-RATIONAL DETAILS WHICH OCCASIONALLY SLIP INTO THE INTELLIGENCE PORTIONS OF CABLED TRAFFIC. Mr. HICKS IS A REAL PROFESSIONAL IN THE BEST SENSE OF THE WORD. HE IS CAREFUL, THOROUGH, AND VERY PERSISTENT IN MAKING CERTAIN THAT INTELLIGENCE IS HANDLED CORRECTLY. HE IS COURTEOUS AND PATIENT IN DEALING WITH PEOPLE. HE STANDS UP WELL UNDER PRESSURE AND IS COMPLETELY DEPENDABLE.

NEITHER COST CONSCIOUSNESS NOR SUPERVISORY RESPONSIBILITIES IS INVOLVED IN MR. HICKS PRESENT POSITION.

SECTI	ON D	CERTIFICATION AND COM	MENTS .
1.		BY EMPLOYEE	
,	IC	ERTIFY THAT I HAVE SEEN SECTIONS Á, B, A	AND C OF THIS REPORT
DATE	. ,	SIGNATURE OF EMPLOYEE	<i>i t</i>
L	24 Остовен 1968		lest.
2.		BY SUPERVISOR	
UNDER	MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO	EMPLOYEE, GIVE EXPLANATION
	11		
DATE		OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE
	24 Остовек 1968	CHIEF, FI/INT/IW	EDWARD J. LARROLL
3.		BY REVIEWING OFFICIAL	
	and the hi	gh regard for the judgme the above evaluation.	ce of the IW as a group nt of the supervisor, I
			. •
DATE		OFFICIAL TITLE OF REVIEWING OFFICIAL	114
	25 Остовея 1968	DC/FI	

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SECTION C NARRATIVE COMMENTS

Indicate significant strengths or weaknesses demonstrated in co-ent position keeping in proper perspective their relationship to overall performance. State suggestions made for improvement of were performance. Sive recommendations for troining. Comments on foreign language competence, if required for current position. Amplify or explain ratings given in Section, B to provide best basis for determining lyture personnel action. Manner of performance of managerics or supervisory ditties and cost consciousness in the use of personnel apole, equipment and funds, must be commented on the explicitly. If extra space is needed to complete Section C. attach a separate sheet of paper.

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SUPPORT OR SUPERVISION, WITH ALL THE PROSESMS AGAINST WITH THIS ASSIGNMENT. MR. HICKS JOINEO THE UNIT ON 5 JUNE, COMPLETED A SHORTENED OUT PERIOD AND HAS BEEN ON SHIFT ONLY SINCE LATE SUMMER. HE HAS APPLIED HIMSELF WITH DILIGENCE TO LEARNING THE PRINCIPLES AND TECHNIQUES OF TO DISSEMINATIONS FROM CABLED FIELD INFORMATION REPORTS. ALTHOUGH EXPERIENCED OPERATIONALLY, HE HAS QUITE NATURALLY LACKED THE DETAILED KNOWLEDGE THAT THIS JOB REQUIRES. HE HAS MADE VERY GRATIFYING PROGRESS, BUT HE STILL MUST MASTER KNOWLEDGE IN DEPTH PECULIAR TO THE IW FUNCTION; WHILE I HAVE NO DOUBTS THAT HE CAN HANDLE ROUTINE DISSEMINATION MATTERS WITHOUT MUCH DIFFICULTY, AND SOME "PROBLEM" DIS-SEMINATION CASES, HE HAS YET TO MEET A REAL CRISIS SITUATION WHEN HE IS ON DUTY BY HIM SELF. I THINK HE HAS MOVED FROM ADEQUACY OF PERFORMANCE TO PROFIC ENCY--IT BEING VERY DIFFICULT TO DRAW A LINE BETWEEN THE TWO--AND HE IS LARGELY BEYOND THE POINT WHERE HE NEEDS CLOSE SUPERVISION. HE WILL PROBABLY BE A STRONG OFFICER GIVEN TIME. HE HAS ADAPTED WELL TO THE PRESSURES OF THIS ASSIGNMENT AND APPEARS TO HAVE THE PHYSICAL AND MENTAL STAMINA TO WITHSTAND ITS RIGORS. HE IS EXTREMELY CONSCIENTIOUS AND VERY ACCON-MCDATING IN ACCEPTING SCHEDULE CHANGES RECESSITATED BY THE ILLNESS OR ABSENCE OF HIS FELLOW OFFICERS. HE GETS ALONG WELL WITH CABLE SECRETARIAT PERSONNEL, WITH WHOM IN MUST WORK VERY CLOSELY, BECAUSE OF AN OUTGOING AND FRIENDLY PERSONALITY. HE RESPONDS WELL TO DIRECTION. I AM SURE THAT HIS COOPERATIVE ATTITUDE HAS CONTRIBUTED TO THE SMOOTH OPERATION OF THE OFFICE. THIS ASSIGNMENT CARRIES NO SUPERVISORY RESPONSIBILITIE AND DOES NOT REQUIRE ANY SIGNIFICANT DEMONSTRATION OF COST CONSCIOUSNESS.

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CONFIDENTIAL (When filled in)

TRAINING REPORT

(3-69)

MANAGERIAL GRID SEMINAR (50 hours)

DATES: 2-7 February 1969

Student

Calvin W. Hicks

Cffice

PI

Year of Birth: 1924

Service Designation:

n .

Grade

No. of Students

43

ECD Date :

July 1958

COURSE OBJECTIVES AND METHOD

Course objectives are to aid participants to: learn the managerial theories contained in the Grid; understand their personal managerial styles in Grid terms; evaluate convictions about managerial values; develop team action skills; increase candidness of communication; strengthen the use of critique for problem-solving and learning; and acquire an appreciation of Organization Culture and Development.

The method of learning offers a challenge to all participants regardless of level or experience. A Grid Seminar is not "taught" in the usual sense. In Grid teams, participants solve complex management problems. Objective solutions are made available. Individual and team performance is repeatedly assessed. Various measuring instruments are used to evaluate effectiveness.

Critique sessions assist each participant to understand how he might change his own behavior to increase his problem-solving effectiveness. Thus managers are not told the best way to manage, but they learn by convincing themselves.

About twenty to thirty hours of study are completed as prework. Insights gained are deepened and personalized during the intensive 50-hour Seminar.

ACHIEVEMENT RECORD

This is a certificate of attendance only. No attempt was made to evaluate student achievement in this course.

FOR THE DIRECTCR OF TRAINING:

0 FEB 1969

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SECTION'C	NARRATIVE COMMI	ENTS.
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II. DATE REPORT DUE IN O.P.					12. REPORTING PERIOD (From- 10-)				
31 January 1966				1 January 1965 - 31 December 1965					
SECTION B PERFORMANCE EVALUATION									
W - Wack Performance ranges from wholly inadequate to slightly less than satisfactory. A rating in this category requires positive remedial action. The nature of the action could range from counseling, to further maining, to placing on probation, to reassignment or to separation. Describe action taken or proposed in Section C. A - Adequate Performance meets all requirements. It is entirely satisfactory and is characterized neither by deficiency nor excellence.									
P - Proficient - Performance is more than satisfactory. Desired results are being produced in a proficient manner.									
S - Strong Performance is characterized by exceptional proficiency.									
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Chief of Paramilitary Section in the Miami Operations Branch								s	
of WH/Cuba and senior Headquarters Case Officer on all PM opera-								1 3	
tions conducted by the Miami Station.								RATING	
Reviews all PM and Maritime operational plans submitted for								LETTER	
approval by the Miami Station and recommends approval, changes								S	
or disapproval.									
SPECIFIC DUTY NO. 8								RATING	
Prepares Agency papers requesting Special Group (303 Committee)								LETTER	
approval of PM operations.								P	
SPECIFIC DUTY NO. 4								RATING	
Briefs senior officials on status of PM plans, capabilities and operations with respect to Cuba.								р	
SPECIFIC DUTY NO	. 5	-			ngay, .jm.n ma.arim nijy v mag			RATING	
Participates in technical planning by various Agency groups to provide technical guidance to Miami Station.								S	
PECIFIC OUTY NO.	. 6	·					4,61	RATING	
$\Sigma ^{\prime }$								LETTER	
Works closely with Paramilitary and Maritime Branches of Miami Station on all problems regarding the PM effort directed against Cuba.								Р	
OVERALL PERFORMANCE IN CURRENT POSITION									
Take into account everything about the employee which influences his effectiveness in his current position such as per- formance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or habits, and particular limitations or talents. Based on your knowledge of employee's overall performance during the rating portion, place the letter in the rating box corresponding to the statement which mast occurately reflects his level of performance.								RATING LETTER	
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(Bin (Filled To) SECTION C NAPPATIVE COMMENTS Indicate significant strongths or weaknesses demonstrated in curtent position Weiging in proper perspective their relationship to overall performance. Sive recommendations for training, Comment of work performance. Give recommendations for training, Comment on foreign language concerned, if required for current position. Amplify or explain ratings given in Section B to provide best determining future personnel action. Manner of performance of managerial or supervisory duties must be described, if NOTE: Subject spent full time on Spanish language training from 1 Sept through 21 December 1965. MAIL ROGG NOTE: The difference in the letter rating between this report and the preceding fitness report does not reflect in any way on Subject's performance but is due rather to a different rating scale used by the originators. Subject turned in an excellent all-around performance as Chief of the Headquarters Paramilitary Section supporting Miami Station operation He strives hard to do a good job and is most anxious to please his superiors. He is aggressive and conscientious in carrying out his functions; strong-willed and persistent in seeking to achieve his goals; straightforward but pleasant in dealing with colleagues and other Government officials; determined in resisting encroachments in his area of authority: and finally he is motivated by strong patriotic ideals. He is well-informed and competent in paramilitary operations with a particular gift for ferroting out technical improvements and innovations, and bringing them to bear on operations. Finally, Subject adapts smoothly and efficiently to operational and policy changes affecting his programs. (see Continuation Sheet) SECTION D CERTIFICATION AND COMMENTS ST EMPLOYEE I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT BY SUPERVISOR . MONTHS EMPLOYES HAS SEEN UNDER MY SUPERVISION P THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION OFFICIAL TITLE OF SUPERVISOR Walter T/CANKELL 28 January 1966 C/WH/C/MO. BY REVIEWING OFFICIAL COMMENTS OF REVIEWING OFFICIAL This officer is serious, hard working and dependable. Through a pleasant personality he commands the respect of his co-workers. Mr. Hicks is an unusually well qualified and competent officer, and is especially effective in the paramilitary field.

SECRET

John T. Flynn

OFFICIAL TITLE OF REVIEWING OFFICIAL

ADC/WH/C

28 January 1966

Continuation Sheet

FITNESS REPORT

HICKS, Calvin

Section C (continued)

Subject has no significant weaknesses although there is still some room for improvement in making concise oral and written presentations. On every occasion, Subject has proven to be sound and wise in considering costs.

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SECTION C	NARRATIVE COMMENTS
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SECTION D	CERTIFICATION AND COMMENTS
1.	BY EMPLOYEE
· I CE	RTIFY THAT I HAVE SEEN SECTIONS A. B. AND C OF THIS REPORT
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2.	BY SUPERVISOR
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DATE	OFFICIAL TITLE OF SUPERVISOR TYPED OF PRINTED NAME AND SIGNATURE
	Chief, WH/SA,
1-16-15	Miami Operations Branch John S. Tilton
3.	BY REVIEWING OFFICIAL
officer as "Strong to others who are vague and impressi	igh I have reservations as to characterizing this "," (in point of intrinsic ability when compared clearly strong performers) such reservations are conistic and not related to the actual performance the this report is addressed.
DATE	OFFICIAL TITLE OF REVIEWING OFFICIAL TYRESTS SHINTED MAME AND SIGNATURE
	Under Deputy Chief, WH(SA)
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	e is more than satisfac	tory. Desired resu	Irs are being proc	lucad in a pr	oficient me	nner.	
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ke into account everything al mance of specific duties, p tivular limitations or talents on the letter in the eating be	roductivity, conduct o Based on your know	in job, cooperative	ness, pertinent p	personal trai	ts or habit	os per-	RATING LETTER

SECTION C

1 35 PH 84 NARRATIVE COMMENTS

Indicate elgalficant swengths or weaknesses demonstrated in current position keeping in proper perspective their relationship to overall performance. Secre suggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify or explain retings given in Section B to provide best defermining funcion personnel action. Manner of performance of managerial or supervisory duties must be described, if applicable.

Yr. Hicks' personal experience and long association with paramilitary operations give him high competence in this type of activity. Personnel who have official business with Mr. Ricks respect his knowledge and ability in this field. He assumes responsibility and can be counted on to get a job done with minimum supervision. When required, he works irregular hours without complaint. His review of operational plans submitted by the field is prompt, complete and professional. Mr. Ricks exerts maximum economy in the use of funds, equipment and personnel. He is consistently cooperative, even tempered and patient in the face of frustrations inherent in this type of work. He has established an excellent working relationship with his opposite numbers in the field.

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1.		BY EMPLOYEE	
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	4 March 1964	DC/SAS/MOB	Jøhn S. Tilton
3.		BY REVIEWING OFFIC	I AL
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DATE 5	March, 1964	C/SAS/MOB	Taxa 19
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S - Strong	Performance is	characterized b	y exceptional pro	ficiene	y•					•
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·	others doing si	milar work as to	warrant special				**************************************			
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FORM 45 OBSOLETE PREVIOUS EDITIONS.

SECRET

GBOUF I Excluded from expense downgrading and doslogs/feation

SECTION C

NARRATIVE COMMENTS

Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective their relationship to overall performance. State suggestions mode for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify or explain retings given in Section B to provide best basts for determining future personnel action. Mannet of performance of managerial or supervisory duties must be described, if applicable.

Mr. Hicks has an exceptional knowledge of and experience with the problems involved in the conduct and support of covert PM operations. He has shown a high degree of initiative in providing the training and other support required and in preparing material for staff presentation to higher echelons. His attention to detail is a strength in accomplishing his duties but he must try harder to overcome a tendency for too much detail in his staff communications, oral and written. His written work in particular shows a weakness in synthesizing which it is believed could be overcome by available courses of training. Mr. Hicks has also reached the point where he must broaden his outlook as to the wider political and operational implications of PM operations. To this end, it is intended that Mr. Hicks will attend the Inter-Agency Counterinsurgency Course in the near future. Under an experienced Chief of Operations, Mr. Hicks could handle PM operations at most Field Stations; in a major operation such as Viet Nam or Cuba, he could adequately handle a large segment such as PM Training, the handling of a large indigenous group, or the duties of Chief/PM Operations or Deputy Chief, PM. He would be a definite asset, in the field or at Hqs., in any type of task force operations.

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SECTION D	CERTIFICATION AND	COMMENTS
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2.	BY SUPERVISO)R
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6 months		
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2 Jan 1963	DC/SAS/PN	
3.	BY REVIEWING OFF	ICIAL
six months, for the highly motivated, others, and his known He assumes respons without close supe	ne period ending December sincere and capable perso nowledge and ability are resibility and can be counted ervision. He is capable of the is continuously striving	n. He works well with ecognized and respected. d on to get a job done f assuming greater
ATE	OFFICIAL TITLE OF REVIEWING OFFI	Collegan
8 February 1963	C/SAS/PM	A. A. MAIONEY

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TRAINING REPORT

Clandestine Servi		4 - 13 February 19	063
•	Calvin W. Hicks	Office :	SAS
Year of Birth:	1924	Service Designation:	D
Grade :	GS-13	No. of Students :	33
EOD Date :	Aug 1950		

COURSE OBJECTIVES - CONTENT AND METHODS.

This course aims to develor in the Clandestine Services officers and others recently returned from the field an un-to-date deareness of the role of CIA in the United States intelligence community, the relations of the DDI and DDR areas with the CS, and the support available from the offices of the DDS.

The course is presented by lectures given by CIA officials who are directly responsible for the missions, functions, programs, and services discussed. Each lecture is usually followed by a short question period. Approximately 10 per cent of the students, time is scheduled for reading pertinent un-to-date regulations and background summaries.

ACHIEVEMENT RECORD

This is a certificate of attendance only; no attempt was made to evaluate student achievement in the course.

FOR THE DIRECTOR OF TRAINING:

18 Feb 1963
Date
Chief Instructor

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10. DATE REPORT DUE IN O.P. 11. REPORTING PERIOD SPECIAL (Spec	187)				•	
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SECTION B EVALUATION OF PERFORMANCE OF SP	PECIFIC D	IITIFS				
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SECTION C EVALUATION OF OVERALL PERFORMANCE IN	CURREN	T POSIT	ION			
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3 - Performance clourly meets basic requirements.	•	•			1	
4 - Performance clearly exceeds basic requirements. 5 - Performance in every important respect is superior.					5	1 1
6 - Portormance in every respect is outstanding.					<u> </u>	ı [
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FORM AS ASSOCIATE BREWINGS FRIENDS

SECRET

(4)

SECTION E		
		JOB PERFORMANCE

Stress strengths; and weaknesses demonstrated in current position. Indicate suggestions made to employee for improvement of his work. Give recommendations for his training. Describe, it appropriate, his potential for development and for assuming greater responsibilities. Amplify or explain, if appropriate, ratings given in SECTIONS B, C, and D to provide the best basis for determining furnished actions.

Mr. Hicks has an excellent understanding of clandestine operations and has demonstrated an outstanding ability to be flexible enough to cope with an ever changing program. He has performed his duties in a superior manner at all times, exercising mature judgement and firm action. He has continued to keep his objectivity and make a fine contribution. To a Project that has had more than its share of frustrations. It is believed that Mr. Hicks should be considered for promotion to Grade GS-13 at the earliest opportunity. He has continuously demonstrated his ability to perform the functions and assume the responsibilities of a higher level in an outstanding manner. Mr. Hicks has worked long, irregular hours, and without complaint, to get the job done.

SECTION F	CERTIFICATION AND C	OWNENTS
1.	BY EMPLOYEE	
l'ce	rtify that I have seen Sections A, B,	C, D and E of this Report.
DATE 13 Feb. 1962	SIGNATURE OF EMPLOYEE	V. Hick
ž. · .	BY SUPERVISOR	· .
MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN	TO EMPLOYEE, GIVE EXPLANATION
10.		
	IF REPORT IS NOT BEING MADE AT THIS	TIME, GIVE REASON.
EMPLOYEE UNDER MY SUPER	VISION LESS THAN 90 DAYS	HEPORT MADE WITHIN LAST TO DAYS
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3.	BY REVIEWING OFFIC	
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X I CANNOT JUDGE THESE EVAL	LUATIONS. I AM NOT SUFFICIENTLY FAM	LIAR WITH THE EMPLOYEE'S PERFORMANCE.
COMMENTS OF REVIEWING OFFICIAL	L	i .
to the assumption, officer. Since No to adapt himself to	in November 1961, of vember 1961, Mr. Hicks o new and changing con-	ly on duties performed prior present duties by the reviewing has shown superior ability ditions and has performed well
DATE (Continued)	OFFICIAL TITLE OF REVIEWING OFFICIA	AL TYPENDE PRINTED NAME AND SIGNATURE
14 TEB. 1962	Chief, WH/4/PM	

FITNESS REPORT - Calvin W. Hicks (Continued)

SECTION F

Comments of Reviewing Official (Continued)

in situations requiring individual initiative and imaginative thinking. I feel quite certain that Mr. Hicks has the capabilities and should earn a superior or outstanding rating in his next fitness report.

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SECTION E NARRATIVE DESCRIPTION OF MANNER OF 108 PERFORMANCE

Stress strengths and weaknesses demonstrated in current position, indicate suggestions made to employer the formation with the properties of the recommendations for his reclining. Describe, it appropriate his potential for development and for assuming greater responsibilities. Amplify or explain, it appropriate, ratings given in SECTIONS B. C. and D to provide the best basis for determining future personnel actions.

Subject is one of the most practical, hard-headed, no m-tolk in 1/20 Appropriate tent, and competent operations and operations staff of licers this supervisor has ever morn in our organization. He fights tenaciously and resourcefully in surjort of his staff advice to the time his chief makes a decision; from that in Man Robuts just as tenaciously and resourcefully to support the decision as he did previously for his position, whether or not the decision follows his advice. He gives 100 loyalty to his country, his organization, and his chief. His approach to plans and ops of the clamiestine program has always been practical, and with the long-range requirements solidly in views

ne is rocceful and firm in dealing with allied opposite numbers; at the same time earning and retaining their respect. He is exillful and persistent in eliciting intelligence information. His development of contacts in the country assigned has been surprisingly good, even though outside his assigned responsibilities; in other words, he has constantly exercised initiative to place himself in a position to collect intelligence information should the requirement be placed on him. Altogether an outstandingly fine operations and staff officer whom I shall always velocine on my staff. His training, experience, and demonstrated ability in the rigid all well demonstrate his qualification to fill assignments legthe next higher grade.

SECTION	N F	CERTIFICATION AND CO	MMENTS '
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22	2 August 1960	S/Calvin W. Hicks	
2.		BY SUPERVISOR,	
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			r for his age, grade, and experience in
			other officers I have known in this
DATE (CO:	ारागादस्य जन्नास्य स्म	OFFICIAL TITLE OF REVIEWING OFFICIAL	TYPED OR PRINTED NAME AND SIGNATURE
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. 2	September 1960		s/ \ \
			

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Re 1960 Julies Repo

MEMORANDUM FOR THE RECORD

SUBJECT: Request for Disability Retirement Under the Provisions of the CIA Retirement and Disability System - Mr. Calvin W. Hicks

Based upon my review and evaluation of the evidence listed below. I hereby approve the request of Mr. Calvin W. Hicks for disability retirement under the provisions of the CIA Retirement and Disability System and, on the basis of medical evidence submitted in this case, I have determined that the disability of Mr. Hicks is permanent;

- a. Supervisor's statement dated 30 October 1974 submitted in accordance with the provisions of paragraph 1.(3) of HR 20-50.
- b. Written report of the Board of Medical Examiners dated 20 December 1974 as submitted by the Chairman of that Board in accordance with the provisions of paragraph f. (4)(c) of HR 20-50.

F. W. M. Janney Director of Personnel

Distribution:

- 0 Return to ROB
- 1 D/Pers
- 1 OPF
- 1 ROB Soft File
- 1 ROB Reader

OP/RAD/ROB/_____;jat/3257 (24 December 1974)

ADMINISTRATIVE INTERNAL 387 ONLY -00000

Mr. Calvin W. Hicks 10207 Forest Avenue Fairfax, Virginia 22030

Dear Mr. Hicker

This is to inform you that the Director of Personnel has approved your request for disability retirement under the CIA Retirement and Disability System. On the basis of medical evidence, the Director of Personnel has determined that your disability is of a permanent nature; therefore, no further medical review of your case will be required.

Your annuity will commence retroactive to 28 December 1974, the day following the date on which your salary terminated. You may be assured that every effort will be made to expedite delivery of your first annuity check following completion of the administrative details required to effect your retirement.

Sincerely yours,

Ronald Cage
Chief
Retirement Affairs Division

Distribution:

- 0 Addressee (CIA Letterhead)
- 1 D Career Service
- I OMS
- 1 OPF
- I ROB Soft File
- 1 ROB Reader

OP/RAD/ROB/ \}jat/3257 (30 December 1974)

- Jan 1975

Fr. Calvin W. Hicks 10207 Forest Avenue Fairfax, Virginia 22030

Dear Mr. Hicks:

As you bring to a close your active career of service to your country, I join your friends and colleagues in wishing you well in your retirement.

It takes the conscientious efforts of many people to do the important work of this Agency. You leave with the knowledge that you have personally contributed to our success in carrying out our mission. Your faithful and loyal support has measured up to the high ideals and traditions of the Federal service.

May I extend to you my sincere appreciation for the important work you have done.

Sincerely,

/s/ W. E. Coley

W. E. Colby Director

Distribution: O - Addressee	Originator: how lawy. Pirector of Personnel	8
OP/PAD/ROB/	11s (15 January 1975)	

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Mr. Calvin W. Hicks 10207 Forest Avenue Fairfax, Virginia 22030

Dear Mr. Hicke:

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For your information and convenience, an Annuity Statement has been forwarded to you. That statement relates basically to the payment for the period 28 December 1974 through 28 February 1975.

Enclosed is a retiree identification card. Before using the document, please sign your name in ink on the reverse side of the card.

This office is in receipt of your signed statement wherein you elected to receive payment under the Federal Employees' Compensation Act (FECA) in lieu of a retirement annuity under the CIA Retirement and Disability System. Accordingly, your annuity ceased as of 28 February 1975 and you will henceforth receive benefits under FECA. An adjustment will be made in the payment issued by FECA retroactive to 28 December 1974. If, at a later date, the determination is made that you are not permanently nor totally disabled, your FECA payments might by reduced or stopped, at which time you may request the initiation of your retirement annuity.

If you elect to receive an annuity instead of benefits under FECA, you must so advise the Office of Federal Employees' Compensation, indicating the date of this election. In addition, you should send a copy of your correspondence with that office to the Agency.

OBARYONDON ON THOMPSON THE MIN Sincerely yours,

Ronald Gage Chief

Retirement Affairs Division

Steeember 1974

CERTIFICATION OF SERVENTING SERIONEE

HICKS, Calvin W.

MEMORANDUM FOR THE RECORD 4 ATTACH TO OFFICIAL PERSONNEL POLDER

I hereby acknowledge the receipt of the following forms and/or information concerning my separation from CIA as indicated by check mark:

selva 	ration from CIA as indicated by check mark:	
	1. Standard Form 8 (Notice to Federal Employ	ee about Unemployment Compensation)
	2. Standard Form 55 (Notice of Conversion Pr Life Insurance).	ivilege, Federal Employees' Group
	3. Standard Form 56 (Agency Certification of Group Life Insurance Act of 1954).	Insurance Status, Federal Maployees'
-	4. Standard Form 2802 (Application for Refun	i of Retirement Poductions).
1	5. Form 2595 (Authorization for Disposition CONTINUE to	of Paychecks).
	6. Only applicable to Retiree - Returnee (red I have been advised of my right to he my separation from this Agency and of check to my health and well-being.	we a medical examination before
	7. CSC Pamphlet 51 (Re-employment Rights of Forces Duty).	Pederal Employees Performing Armed
	8. Instructions for returning to duty from Ex Service.	tended Leave or Active Military
 Cigna	ture of Employee	Dute Signed
	Calvin W. Ship	26 De 1974
	ss (Street, City, State, Zip Code)	Correspondence
G	MR. CALVIN W. HICHS	NENCE
36	10207 FOREST AVE	ORRESPONDE
•	FAIRFAM, VIRGINIA 22030	OVERT CORRESPONDENCE
	Company of the Compan	Overt Covert

21 MAY 1996

Mr. Calvin W. Hicks 10207 Forest Avenue Fairfax, Virginia 22030

Dear Mr. Hicks:

I am happy to send to you, under separate cover, your Agency Retirement Medallion. The Medallion is a tangible form of recognition and appreciation of your service to the Agency. It should serve as a lasting reminder of an honorable career, rewarding associations and the knowledge that you played your part in a vital activity.

Let me, therefore, add my congratulations and wish you the very best for the future.

Sincerely,

F. W. M. Janney Director of Personnel

· · · · · A. W. H. John

ENLISTED RECORD AND REPORT OF SEPARATION

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MEMORANDUM FOR: Secretary, DDP/QSI - HMA Panel

SUBJECT

: Notification of Approval of Quality Step Increase -Calvin W. Hicks

- i. I am pleased to send to you the attached.

 official notification of the approval of the Quality Step

 Increase which you recommended for this employee.
- 2. As this award is designed to encourage excellence by recognizing and rewarding the employee, may I ask that you arrange to have this Quality Step Increase presented at an appropriate ceremony.

Harry B. Fisher
Director of Personnel

Distribution:w

Orig & 1 - Addressee

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OP/SPD/ whg (6 Apr 72)

MEMORANDUM FOR: Director of Personnel

DDP/OP

Request for Quality Step Increase

Mr. Calvin W. Hicks

The GS-13 Evaluation Board for FY 1972, having carefully reviewed the performance or all'officers in grade GS-13 according to the standards of HR 20-31a(3)(b), recommends Mr. Calvin W. Hicks for a Quality Step Increase.

- 2. Mr. Hicks performed in a superior manner as a paramilitary officer during the early years of his career, overseas and in Headquarters. medical hold on overseas duty led to his assignment in 1967 to the Intelligence Watch/FI Staff where he has remained up to the present. Mr. Hicks has received overall ratings of strong from 1968 through 1971, with his performance characterized as exceptionally proficient. Of the seven officers with whom he serves on a rotating basis, four are GS-14's. The FI Staff has recommended Mr. Hicks for promotion in 1968, 1969, 1971 and 1972, with a recommendation for QSI in 1970. None of these recommendations were appropried. tions were approved.
- 3. The Board has noted that Mr. Hicks plans to retire in 1974 at the age of 50. In view of the very high regard in which he is held by the FI Staff; his record of sustained superior performance and his high dedication to the Agency, the Board recommends recognition in the form of a Quality Step Increase for Mr. Hicks.

Cuttur & Callahan Arthur E. Callahan

Chairman GS-13 Evaluation Board (FY 72)

Director of Personnel

QUALIFICATIONS UPDATE READ INSTRUCTIONS CAREFULLY BEFORE COMPLETING TYPE OR PRINT, AVOID USING LIGHT COLORED INKS

Now that your qualifications are a matter of computer record, they must be periodically updated. This is done automatically for much information; however, some must be existinced directly from you. This form is for that purpose. Section I must be completed in all cases. You need provide other information only if there have been changes since

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FILE COPY OF STANDARD FORM 56 "AGENCY CERTIFICATION OF INSURANCE STATUS— FEDERAL EMPLOYEES GROUP LIFE INSURANCE PROGRAM"

on file with the Retirement Operations Branch, Office of Personnel (x3257).

SEU DET

ELECTION, DECLINATION, OR WAYER OF LIFE INSURANCE COVERAGE

FEDERAL EMPLOYEES GROUP LIFE INSURANCE PROGRAM

IMPORTANT AGENCY INSTRUCTIONS ON BACK OF ORIGINAL

TO COMPLETE THIS F		

FOLLOW THESE GENERAL INSTRUCTIONS: 55 at

- . Read the back of the "Duplicate" carefully before you fill in the form
- Fill in BOTH COPIES of the form. Type or use ink. -

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STANDARD FORM % 176-F JANUARY 1955 (For use only until April 14, 1968) 176-261 4-00000

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MERONAUM FOR: Deputy Director for Tang

SUBJECT

: Depression of Appropation and Cossendation for the Intelligence watch.

praise for the porformance of the FI/Into highere fatch during the height of the recent Middle East crisis. I sa informed that the Ara. -lorable war and its effects the vere or many factors which resulted in the Fatch processing for the month of June the highest number of observantions since its conditionent. The Watch was rentwedarly helpful to this Division in ensuring that the dissemination of the reporting on the Middle East situation was not only rapidly disseminated locally to the Intelligence Community but also promotely relayed to interested oversons mulitary commands and CIA field stations.

D. The judgment shows by Watch officers, often under trying circumstances, was inversely sound and holoful. The worth of the Watch, particularly Suring the crisis situation, was once acre descentrated to all of us in RE Division.

JAMES H. CRITCHTHEE Chiof, Kear East and South Asia Division

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CALVIN HICKS

CNE/INTEL:DLConnelly:vb/5425 (30 August 1967)

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Recorded by CSPD

9 November 1960

	MEMORANDUP POR	Chief, life	
	FROM	William T. Hornaday, formerly	· 7 ,
,	SUBJECT :	Letter of Commendation for Calvin W. Hicks	

- 1. This is a letter of commendation for Calvin W. Hicks for the period of 7 January 25 August 1960. During this time he served under my command on the staff of ______ Project. His assignment was Operations Officer on the ______ staff, and Chief Operations Officer for the United States element of the Joint Operations Staff, serving operation a like officer from the Allied service.
- 2. Hicks at all times was an outstanding member of the staff. He was sealous in his efforts to improve operational techniques to increase operational assets, and to insure that those assets were of trustworthy nature and were highly trained and qualified. His forerest thoughts were always contered on what was hest for the interests of the United States. He was practical, unremitting in his efforts, and nard-headed in his analysis of how best to deal with the Allied partners for the best interests of the United States. He was a sound staff officer, offering sound operational advice to his commander, and always submitting staff work in completed form. After giving strong support to the courses of action recommended by him, he never failed to give complete support to his commander after a decision was made, even though it controvened the course he favored.
- 3. Mr. Hicks has been a GS-12 since November 1956. He has amply demonstrated his complete qualifications to perform the duties of the next higher grade, and it is my conviction he has exmed the right to early consideration for promotion.
- 4. I shall always welcome any optortunity that permits Mr. Hicks to serve with me again.

William T. Hornaday

SFCRFI

25 May 1961

MEMORANDUM FOR: Chief, Finance Division

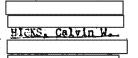
FROM

: Chief, WH/4/Support Staff

SUBJECT

1 Promium Pay

Due to the recent reduction in heavy workload requirements, the following employees are no longer entitled to Premium Pay. It is requested that this entitlement be discontinued effective C.C.B. 27 'ay 1961. Their salaries are chargeable to Allotment #535-5000-8021.



NAPOLI, Louis P. SEFHAFFR, Ralph G. SILEO, Anthony L.

Ellshmedt Chief, WH/4/Support

Distribution: 2 - Chief, Finance Division (ea. employee)

2 - Director of Personnel (ea. employee)

11 January 1961

To : Director of Tersonnel

TAUL : Thief, HJ

SUBJECT: Additional Commensation in Lieu of Overtime agreent

183: Femo dated 11 January, 1941 from SSA/DDS to DD/S. arrifoved by DD/S. Subject: "sambored Benefits for JPATS Personnel"; and Temo dated 22 December 1960 from ADD(P) to Demity Director (Fires), Subject: "Surloyee Renefits for Personnel Assistment to VIATA".

In accordance with referenced memorania, it is requested that the rersonnel listed below be authorized to receive additional compensation effective 8 Jenuary 1941, at the rate of 153 of their respective rates of basic annual compensation (but not to exceed the manual rate for a SS-9) in lies of payment of the regular overtime rates for irregular, unscheduled and request overtime.

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	509360	Or Officer	12,990,
	229350	Olf Officer	14.055
BULLIES, David A.	654300	Ora Officer .	12,230
	012616	OFS Officer	12,210
	064735	073 07715er	12.730
PERCEC, John D.	5/093	OPS Officer	11,675
	59794	Instructor (CPS)	3.455
HIT/S. Calvin V.		Querrilla Warfere Officer	6,475
ILZI, Jares	60471	OFF Officer	5,060
ILEO, Anthony L.	559127	OPS Officer	7.320
	66218	Instructor (OPS)	3,955
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SYNCLDS, Nobert	55407	Ciri Officer	13.470
	42245	Instructor (OrS)	12.470
FORT, Privel S.	61901	OP: Officer	6,475
	5784-0	OPS Officer	9,215
HWJJPC, Sangel J.	56622	ADM Office-	7,820
03/135. Davit 5.	63385	UPS Officer	12,210
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All the above employees are on Allottent *535-5000-3021.

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	• .					
3 MEMBERS OF FAMILY						
CATHERINA LONISE ADDRESS (No., Street, City CATHERINA LONISE JAVA, S. D.S.	. Lone, State)	TELEPHONE NUMBER				
NAMES OF CHILDREN' ADDRESS		1567 - Vet 3-				
MICHAEL CALVIN & JAVA S. D	Mr.	14				
MARY CATHEILINE	• "	16 2				
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GEORGE W. HICKS JAVA, S. D.	OK.					
ANCELINE JOAN SAVA, S. U.A.	ist.	TELEPHONE NUMBER				
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MICHS REONEE WILSON		アイルドバ				
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DOES THIS INDIVIDUAL KNOW THAT HE HAS BEEN DESIGNATED AS YOUR EMERGENCE	Y ADDRESSEEF .					
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FORM NO. 61 USE PREVIOU

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Various Pte 1960 personnel documents i.e. applications, etc